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ABSTRACT

This guide was developed for the Division of Manpower Development and Training to serve as a reference for school administrators and teachers in preparing trainees for employment in the food service industry. Contents include: (1) brief background information, (2) nine course units, (3) material on teaching the course, (4) bibliography, (5) visual aids, and (6) appendixes. Course units covering 120 hours of instruction are provided for: (1) Orientation, (2) Mechanics of Service, (3) Table Clearing Services, (4) Menu and Ordering Service, (5) Preparation and Presentation of Guest Check, (6) Basic English, (7) Business Arithmetic, (8) Safety and Sanitation, and (9) Duties and Working. Each unit gives training time, course objectives, and course outline, with some also providing supplemental training materials, references, visual aids, and suggested activities. Some areas covered in the appendixes are: (1) supplies and equipment, (2) cafeteria and luncheonette service, (3) menus, (4) table service, (5) cashier, headwaiter, and hostess duties, (6) proper grooming, (7) sample tests and reviews, (8) suggested evaluation material for dining room employees, and (9) teaching effectiveness. The training guide is illustrated with photographs, diagrams, and drawings. (AW)

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waiter-waitress

a suggested guide for a training course

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OE-87046

WAITER—WAITRESS

(D.O.T. Occupational Code 311.878)

A Suggested Guide for a Training Course

U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION

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Bureau of Adult, Vocational, and Library Programs
GRANT VENN, *Associate Commissioner*

Manpower Development and Training Program

Foreword

The number and variety of establishments in the food service industry have greatly increased in recent years. This growth has resulted from changes in family and social life including the trend toward apartment dwelling, increased employment of women outside the home, and greater numbers of people traveling.

This guide was developed to serve as a reference for school administrators and teachers in preparing persons for placement in the industry. The instructional material included in the outline provides for 120 hours of instruction covering 4 weeks of 6 hours per day for 5 days per week. A sequence of instructional material is suggested. Content which will best serve the needs at the local level should be selected from the materials presented.

Reference materials are included together with a glossary of terms and sample tests and reviews. The assistance of local advisory groups should be sought for guidance in selecting equipment and room space which will serve best the local conditions.

The guide was prepared for the Division of Manpower Development and Training. Recognition is given to Dr. Carl Schaefer, Chairman, Vocational-Technical Education Department and to Benjamin Shapiro, Director, Curriculum Laboratory, both of Rutgers, the State University, for supervising the development of this guide. Blanch E. Dornfield, former instructor of commercial foods curriculum, Middlesex County Vocational and Technical High School, Woodbridge, N.J. and Elaine Dickinson, present instructor, are commended for their roles in collecting and organizing the material in this guide.

HOWARD A. MATTHEWS,
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GRANT VENN,
Associate Commissioner for Adult, Vocational, and Library Programs.

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Background

Purpose of the Guide

This training guide has been prepared to provide assistance to teachers, supervisors, and administrators in preparing persons who are capable and interested in becoming qualified for employment in food service.

A person completing this course in a satisfactory manner would qualify for initial employment as an advanced learner.

The principal aim of this course is to provide training and practice in food service. Upon completion of the course, the trainee should be able to apply the general knowledge gained to specific situations so that he will be a more valuable and more productive worker. The training should eliminate the necessity of basic training on the job, thus saving the cost of training to the employer. Training given by an experienced instructor should be more effective than that which the trainee might receive or "pick up" by following another employee. The latter type of training can often result in the formation of unacceptable working habits. It is understandable, however, that the new employee will need the assistance of the experienced worker for information regarding the "rules of the house" and certain specific procedures.

Specific Aids

To provide sufficient background in various types of food service training, with practice in developing skills to enable the trainee to adjust to specific situations.

To develop the important skills necessary for working in the trade.

To present related information that will help the trainee in becoming a more intelligent foods trade worker and one that is well informed.

To develop dexterity—the marked difference between a novice and a trained worker.

Employment Opportunities

For the worker who receives a well-rounded background in the various methods and types of service, this field of employment offers:

Many and varied employment opportunities.
All-year-round employment opportunities.
Full- and part-time employment opportunities.
Special employment opportunities to supplement income; for example, banquets, party service.
Wages that vary with the locality and the establishment, but usually compare favorably with basic hourly pay in factories.
Tips that supplement the basic wage.
A service charge that may be added to the guest check in lieu of the tip, which may average out better than tips.
Opportunities to advance within the establishment.

Job Description

The size of the hotel or restaurant will determine largely the degree of specialization of the personnel employed. The larger the organization the more assistance will be needed, and work assignments will become more specialized. In general, the work performed by a waiter or waitress will include taking customers' orders, serving foods and beverages, and making out customers' checks. However, in small establishments he or she may also be asked to act as a bus boy (or girl), pantry worker, porter, cashier, hostess, or headwaiter.

In those eating places where elaborate meals are served and a great deal of emphasis is placed on the satisfaction and comfort of each guest, a waiter may be called upon to advise about the choice of a wine, or answer questions about the preparation of items on the menu. Sometimes, from a side table, he may prepare and serve salads to guests or "flame" certain dishes.

Qualifications of Trainees

Recommendation by the U.S. Department of Labor's Bureau of Employment Security after passing BES test, aptitude, or other. BES now is the U.S. Training and Employment Service.

Education. High school preferred, but not essential.
Able to read, write, and communicate.

Personal appearance:
Well-groomed; clean, suitable clothing.
Good posture when standing, walking, and sitting.
Hair—clean, neatly combed.
Eyes—clear and not heavy from loss of sleep.
Teeth—clean.
Complexion—clean, free from eruptions.

Hands—clean, nails well manicured.

Shoes—women's shoes with heels that are not run down; men's well polished.

The above characteristics may be observed during the personal interview. If the applicant does not meet the requirements and gives the impression that he will not be able to meet them, he should not be enrolled in the course. The importance of personal appearance must be given a great deal of attention. The trainee should be informed of this appraisal.

Age: 18 or over, depending upon the labor laws of the area.

Desirable traits:

Alert, quick.

Pleasant.

Affable.

Able to comprehend and follow directions.

Interest and pride in the work.

Like people, be willing to serve them and take pride in pleasing them.

Able to get along with others.

The above traits will be evident early in the training period.

Health. Applicant should be free from physical handicaps or disabilities that would impair performance of duties.

Teacher Qualifications

The success of the program will depend upon the standards established for the trainees. The person selected to train them must be able to set an example to the trainees and, therefore, should meet the requirements of dress and personal traits that are expected of the trainees.

Home economics or dietitian background preferable.

Experience desirable in training food service workers in an organization that has recognized standards of quality service.

A former owner or supervisor of a food service establishment might be suitable if his standards of employee requirements are acceptable.

Additional sources of supplementary instruction would be to invite certain specialists in health and sanitation as guest speakers, such as:

A registered nurse for health and health habits.

A representative of the Board of Health for instruction in food sanitation.

A representative of the hotel and restaurant association to present the point of view of the future employer. He can be invaluable as the liaison between the instructor and the practical world of employment.

Suggestions for the Organization of Instruction

The dining facilities of a restaurant, club, hotel, or school would be the type of "laboratory" most suited to this program. The advantage of this type of training area is that the furnishings and equipment would be available for the necessary practice in all phases of service covered in the course. Trainees should be given the opportunity to serve real food, not "mock service." This may be accomplished by having the course run concurrently with a food production course.

If this suggestion cannot be followed, it might be possible to assign the trainees (after preliminary instruction and practice) to an established food service facility on a supervised work-experience training program.

It is common practice to orient the beginner by training him as a bus boy or girl. As the worker progresses and shows ability, alertness, and other qualities that are important to serving customers, he or she is assigned all categories of counter or table service, according to the type of establishment.

Length of Course and Course Units

This course, as outlined, provides for 120 hours of instruction: 6 hours a day for 5 days per week or a total of 30 hours per week for 4 weeks.

In certain training facilities, the weekly schedule may have to be revised; for example, if the counter-service unit is not required, more time may be devoted to practice in perfecting table service.

COURSE UNITS

Unit	*Title*	*Hours*
I.	Orientation	6
II.	Mechanics of Service	30
III.	Table Clearing Services	30
IV.	Menu and Ordering Service	27
V.	Preparation and Presentation of Guest Check	6
VI.	Basic English	4
VII.	Business Arithmetic	4
VIII.	Safety and Sanitation	7
IX.	Duties and Working Relations	6
	Total	120

Units VI to IX need not be taught as separate units; in fact, by including them as a part of the total picture they will become more meaningful to the student than if they were treated separately.

Course Units

Unit I

ORIENTATION

Training Time

Class and practical work assignments, 6 hours

Objectives

To familiarize trainees with the food servicing industry
To familiarize trainees with the union and its role
To familiarize students with management and its role
To inform trainees of the opportunities in food servicing in their area and nationwide

Unit Outline

A. Types of establishments
    1. Hotels and inns
    2. Restaurants
    3. Beverage and food establishments
    4. Cafeteria style and buffet
    5. Drive-in
    6. Combination type establishments
    7. Miscellaneous
B. Job opportunities
    1. Requirements
    2. Pay scale (area and national average)
    3. Promotions
        a. Opportunities
        b. Requirements for
        c. Upgrading
C. Management
    1. Role
    2. Loyalty to
    3. Responsibilities (brief)
D. Union
    1. National
    2. Local
    3. Purpose
    4. Membership
    5. Dues

Trainee Activities

Field trip to varied local food servicing establishments
Union representative to give a short (1 hour or less) lecture
Manager of a large establishment to lecture to students (1 hour or less)

Supplemental Training Materials

Appendixes C, D, E, F

Film

Company's Coming. National Restaurant Association.

Unit II

MECHANICS OF SERVICE

Training Time

Class, 9 hours; laboratory, 21 hours

Objectives

To inform trainees of duties and procedure of setting and clearing tables

Unit Outline

A. Setting tables and counters
    1. Counter service
        a. Rules
        b. Procedures
    2. Dining table
        a. Rules
        b. Procedures
    3. Placing silverware and china
    4. Linen service
    5. Uses of condiments
    6. Banquet services and table service
        a. Serve all foods from left side of guest, if possible
        b. Serve beverages from the right
        c. Place vegetable left of dinner plate
        d. Serve hot food before cold foods
        e. Clear soiled dishes before next serving
        f. Clear table from right of guest except those items on his left (Never reach across front of guest)

B. Buffet and smorgasbord table preparation
C. Banquet preparation
D. Formal dinner preparation

Trainee Activities

Have trainees practice setting of breakfast, lunch, dinner, and banquet tables

Supplemental Training Materials

Appendixes D and G

Reference

Cornell University. *The Essentials of Good Table Service*

Films and Filmstrips

Food Service. American Hotel Association.
Introducing Alice: A Good Waitress. Cornell University.
Serve 'Em Right. Carnation Co.
This is Myrtle. University of Texas.

Unit III

TABLE CLEARING SERVICES

Training Time

Class, 9 hours; laboratory, 21 hours

Objective

To teach the most efficient method of clearing a table

Unit Outline

A. Techniques of carrying loaded tray
B. Clearing table
    1. Which articles are to be removed
    2. Which articles are to be left
    3. Which articles are to be replaced when table is cleared
    4. Storage and disposal
        a. What should be thrown away?
        b. What should be stored?
        c. All fingered items must be discarded
C. Arm service
    1. Purpose
    2. Stacking techniques (plates, saucers)
    3. Posture
    4. Walking technique
        a. Importance of
        b. Precautions

Trainee Activities

Have trainees practice the following:
1. Table setting (all service)
2. Table clearing
3. Arm service techniques
    a. Stacking
    b. Walking
    c. Precautions

Suoplemental Training Materials

Appendix C

Unit IV

MENU AND ORDERING SERVICE

Training Time

Class, 6 hours; laboratory, 21 hours

Objectives

To introduce trainees to techniques in public relations
To familiarize trainees with format and content of various menus
To emphasize importance of taking complete and accurate orders
To train for effective use of the sideboard

Unit Outline

A. Sales psychology
    1. Point of contact with public
    2. Good appearance
    3. Speech mannerisms
    4. Knowledge of foods on menu
    5. Versatility in handling customers
    6. Courtesy and tact
    7. Cater to customer taste regardless of personal attitude
    8. Acknowledge presence of customers
B. Menu
    1. Check to be sure all menu items are available
    2. Neat, clean, and legible menus
    3. Terminology of foreign dishes
    4. A la carte and table d'hote items
    5. Food substitution rules on a la carte and dinner items

C. Customer ordering
    1. Writing order on pad
        a. Proper ordering techniques
        b. Table number procedures
        c. Abbreviations (acceptable)
        d. Systematic ordering according to guests' position
        e. Write legibly
    2. Recheck customer's order
        a. Read your order back to customer
        b. Ask if liquid orders are to be served before, with, or after meals.
D. Kitchen order
    1. Common system used by house
    2. Techniques for proper assembly
    3. Sequence used for ordering and picking up
E. Use of sideboard
    1. Silver arrangement
    2. Arrangement of linen
    3. Arrangement of extra saucers, glasses, etc.
    4. Sanitation factors
    5. Proper use
    6. Equipment and care

Trainee Activities

Have trainees practice sales psychology
Have trainees check through menus
Have trainees practice writing up orders
Have trainees practice setting up and using the sideboard

Supplemental Training Materials

Appendix H

References

National Restaurant Association. *Menu Masterpieces.*
National Restaurant Association. *Great American Menus.*
National Restaurant Association. *The Restaurant Casebook of Public Relations.*
Voegele and Wooley. *Menu Dictionary.*

Films and Filmstrips

Change on the Table. Reader's Digest.
Sure Cure for the Luncheonette Service Blues. Merchandiser Film Productions.
Tommy Fork and His Fountaineers. Merchandiser Film Production
You Are There Already. American Hotel Association.

Unit V

PREPARATION AND PRESENTATION OF GUEST CHECK

Training Time

Class, 2 hours; laboratory, 4 hours

Objective

To emphasize importance of guest check to both the guest and management

Unit Outline

A. Basic technique for check presentation
B. House policy for making final check
C. Timing procedures for check presentation
D. Be prepared to answer any charges on the check

E. Tips
    1. Importance of observing house rules
    2. Gracious acknowledgement of tips
    3. Rules for handling tips
    4. Relationship with other employees.
F. Tabulating end-of-day receipts
    1. House rules
    2. Procedures
    3. Double checking

Trainee Activities

Have trainees practice check writing and presentation in school dining room, or with each other as waitress (or waiter) and guest
Teacher may design (or borrow) forms for tabulating end-of-day receipts, and allow trainees to practice "closing out"

Unit VI

BASIC ENGLISH

Training Time

Class, 4 hours

Objective

To help trainee to speak properly and write clearly and legibly

Unit Outline

A. Review of grammar
B. Handwriting (neatness, legibility)
C. Spelling (food servicing terminology)
D. Vocabulary (food servicing terminology)
E. Fundamentals of speech
    1. Diction
    2. Mannerisms
    3. Volume of tone
    4. Clarity
F. Diningroom manners
G. Unit achievement test

Trainee Activities

Role-play various situations which may come up in the course of work

Supplemental Training Materials

Appendix I

Unit VII

BUSINESS ARITHMETIC

Training Time

Class, 4 hours

Objective

To review the fundamentals of arithmetic for accuracy in billing customers; and verifications of individual work station sales

Unit Outline

A. Review of arithmetic
    1. Addition
    2. Multiplication
    3. Subtraction
    4. Division (long and short)
    5. Computing of local and/or state sales taxes (if applicable)
B. Duties of a cashier
C. Cash register operation
    1. Nomenclature
    2. Operating procedure
    3. Making corrections or adjustments
D. Unit achievement tests

Trainee Activities

Practice making out order slips and operating cash registers

Supplemental Training Materials

Appendix J

Reference

Lefler and Calanese. *Correct Cashier for Hotels and Restaurants.*

Unit VIII

SAFETY AND SANITATION

Training Time

Class, 7 hours

Objective

To familiarize trainee with personal and general appearance, health, sanitation, and safety factors

Unit Outline

A. Personal hygiene and proper attire
    1. Personal appearance
        a. Uniform
        b. Shoes
        c. Hose
        d. Jewelry
        e. Facial makeup
    2. Basic health habits
    3. Oral hygiene
    4. Proper hair arrangements
    5. Body and fingernail care
    6. Proper use of body deodorant
    7. Basic foods and proper diet
    8. Proper rest, relaxation, and recreation
    9. Common diseases, causes, and effects
B. Health Department
    1. Sanitation
    2. Food service regulations
    3. Health education
    4. Food handling certificates
    5. Disease control

C. Sanitary handling of food and equipment
    1. Basic rules of food handling
    2. Serving equipment
        a. Serving spoons and forks
        b. Ladles
        c. Spatulas
        d. Tongs
    3. Basic rules for handling tableware
    4. Basic rules for handling chinaware
D. Safety in food service

Trainee Activities

Have trainees demonstrate and discuss proper personal appearance and hygiene practices

Have trainees practice proper handling of equipment mentioned in the unit

Supplemental Training Materials

Appendix K

Reference

National Restaurant Association. *Your Responsibilities for Safety.*

Films and Filmstrips

Body Care and Grooming. Iowa State College.

Hashslingin' to Food Handling. State Health Departments.

Invaders, The. The Diversey Corporation.

Our Health Is in Your Hands. United World Films, Inc.

Serve 'Em Right. Carnation Co.

Smoothing the Flow of Restaurant Hospitality. Liberty Mutual Insurance Co.

Sure Cure for the Luncheonette Service Blues. Merchandiser Film Productions.

Table and Counter Top Sanitation. Farley Manning, Associates.

Tricks of the Trade. Bristol-Myers Co.

Twixt Cup and the Lip. State Health Departments.

Unit IX

DUTIES AND WORKING RELATIONS

Training Time

Class, 6 hours

Objective

To familiarize trainees with their specific and supplementary duties and their relationship with fellow workers

Unit Outline

A. Waiter—Waitress
    1. Specific duties
        a. Take customers' orders
        b. Serve foods and beverages
        c. Make out customers' checks
    2. Supplemental duties
        a. Set tables
        b. Clear tables
        c. Sidework

B. Busboys
    1. Specific duties
        a. Remove trays of soiled dishes
        b. Stack dishes in receptables or trucks
        c. Clean table tops
    2. Supplemental duties
        a. Clean diningroom furnishings
        b. Transport equipment
        c. Replenish supplies for servers

C. Counterworkers
    1. Specific duties
        a. Set up steam table
        b. Assemble appropriate equipment
        c. Serve food
    2. Supplemental duties
        a. Return food pans to kitchen
        b. Store garnishes and accompaniments
        c. Clean counter

D. Cooks
    1. Specific duties
    2. Working relationship with other employees

E. Chefs
    1. Specific duties
    2. Working relationship with other employees

F. Cooperation among employees

Trainee Activities

Role-play situations illustrating both good and poor working relations

Supplemental Training Materials

Appendixes C, L, M

Reference

National Restaurant Association. *Restaurant Employee's Digest.*

Film and Filmstrips

Introducing Alice: A Good Waitress. Cornell University.
This Is Myrtle. University of Texas.

Teaching The Course

Planning the Lesson

A lesson plan is an organized plan or procedure for teaching a complete lesson efficiently. Written lesson plans usually contain the following: Name of the unit of training, subject of lesson, aim (or purpose) of the lesson, references, teaching aids, materials and tools needed, methods of motivating students, methods of presentation, key points, ways for students to apply the knowledge or skills developed, and tests.

There are two types of lesson plans in general use, the manipulative lesson plan and the related lesson plan.

The manipulative lesson plan is used by the instructor to teach the operations listed in the course of study. It shows in considerable detail the organization of the subject matter (operation or operations) necessary to teach the lesson. The content in the manipulative lesson plan is comprised of the steps and key points in the operation or operations. It also states the job, obtained from the course of study, to be employed in giving the student practice in the performance of the operation or operations to be taught in the lesson. The manipulative lesson is generally taught by the use of the demonstration method.

The manipulative lesson plan is made up of six parts, as follows:

Objective.
Tools, equipment, and supplies.
Preparation.
Presentation.
Application.
Test.

The related lesson plan is used to teach the related technology listed in the course of study. It shows in considerable detail the organization of subject matter in outline form (related technology) necessary to teach the lesson. In addition, it lists the teaching aids and assignments which will be used in teaching the lesson. In related instruction a number of methods of teaching may be used. The instructor must select the particular method which he feels is suitable and most effective for presenting the material contained in the lesson.

In most respects the related lesson plan resembles the manipulative lesson plan, both of which contain six parts. However, there are three distinct differences:

1. The heading of "Tools, Equipment, and Supplies" in the manipulative plan is replaced by the heading "Teaching Aids" in the related plan.
2. The manipulative lesson generally uses the demonstration method, but in presenting the related lesson the instructor may select one of a number of methods.
3. Organization of content in the presentation of the manipulative lesson is comprised of steps and key points, while the related lesson plan is in outline form.

Criteria for Evaluating Trainee Readiness for Employment

Criteria should be developed from the objectives listed for the course to serve as a guide in determining whether the trainee is ready for employment.

These objectives should indicate the specific kinds of learnings expected to be accomplished by the trainee during the time he is enrolled in the course.

These would include the knowledge, understanding, muscular skills, and judgment abilities to be developed. In addition to the job-oriented learning, the development of desirable attitudes and work habits should receive considerable emphasis.

The trainee is ready for job placement as an advanced learner when he has demonstrated a reasonable degree of mastery of the learning listed for each unit of the course.

In order to measure the acquisition of learning with some degree of accuracy, the instructor should use a variety of evaluative devices or tests. These devices may take the form of oral, written, or performance tests. In addition, evaluation of trainee progress may be carried out by the instructor by observing the trainee at work on assigned tasks and by directing questions to trainees during scheduled discussion periods or informally while the trainee is at work.

It is important to accumulate objective information concerning the learning progress of each trainee.

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Books

Cornell University. *The Essentials of Good Table Service.* Chicago: National Restaurant Association, 1960. 75¢ per copy.*

National Restaurant Association. *Menu Masterpieces.* Chicago: 1965. $5.95 per copy.*

National Restaurant Association. *Great American Menus.* Chicago: 1964. $4.00 per copy.*

Voegele and Wooley. *Menu Dictionary.* Chicago: National Restaurant Association (date unknown). $5.00 per copy.*

Pamphlets†

The Restaurant Casebook of Public Relations. 1963. $1.50 per copy.

Restaurant Employee's Digest. 1957. (Set of 24 leaflets, each illustrating a different on-the-job situation.) $1.20 per set.

Your Responsibilities For Safety. 1963. 25¢ per copy.

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*Education Materials Center, National Restaurant Association, 1530 North Lake Shore Drive, Chicago, Ill. 60610.

†Distributed by National Restaurant Association, Chicago.

Visual Aids

Films and Filmstrips

Body Care and Grooming. MP 16 mm., b & w, sound, 17 minutes. Visual Instruction Department, Iowa State College, Ames, Iowa 50010. Rental fee: $2.50 for 3 days, plus transportation charges.

Summary: Describes daily good grooming habits that can help everyone make the most of natural endowments. Demonstrates how to keep skin, hair, nails, and teeth clean and healthy.

Change on the Table. 35 mm. filmstrip with records, color (sound requires DuKane projector), 20 minutes. $10.00.

Summary: Covers waitress training and shows that good service results in good tips. Readers Digest Services Inc. Sales Marketing Division. Pleasantville, N.Y. 10570.

Company's Coming. MP 16 mm., b & w, sound, 10 minutes. National Restaurant Association, 1530 N. Lake Shore Drive, Chicago, Ill. 60610. Rental fee: Free, borrower pays return transportation charges.

Summary: Impresses on employee his importance in the overall operation of a resturant. Emphasizes point that restaurant workers have a personal stake in being courteous to each other and to the public.

Food Service. 35 mm. filmstrip, b & w, sound, 15 minutes. American Hotel Association, 221 W. 57th Street, New York, N.Y. 10019. Purchase price: $48.42.

Summary: Trains waiters and waitresses in grooming, table setting, table service, and table clearing.

Hashslingin' to Food Handling. MP 16 mm., color, sound, 20 min. State Health Departments or U.S. Public Health Service Regional Offices. Rental fee: Free. Borrower pays transportation charges.

Summary: Demonstrates sanitary and unsanitary methods of handling food and utensils. Illustrates the travel of germs from the mouth of a customer to utensils, the "hashslinger's" hands and mouth, and another customer.

Introducing Alice: A Good Waitress. MP 16 mm., color, sound, 13 minutes. Cornell University, College of Home Economics, Dept. of Institution Management, Ithaca, N.Y. 14850. Rental fee: $7.00 per day.

Summary: Presents correct waitress techniques. Begins with grooming and goes through a complete luncheon. Stresses cooperation with the kitchen. Points out ways to save steps.

Invaders, The. MP 16 mm., color, sound, 22 minutes. The Diversey Corporation, 212 W. Monroe Street, Chicago, Ill. 60606. Rental fee: Free.

Summary: Stresses the importance of good sanitation in food service. Emphasizes the vital role each employee plays in achieving cleanliness for the protection of his own health and of the guests he serves.

Our Health Is in Your Hands (Restaurant Sanitation Series). 35 mm., filmstrips, b & w, sound, 15 minutes each.

1. *Germs Take Pot Luck.* Discusses spread of disease in restaurants; habits of germs shown by cartoons; points out importance of each restaurant worker's part in preventing the spread of disease.
2. *Service With a Smile.* Shows restaurant where proper serving methods as well as good food are featured. Explains important rules of personal hygiene and cleanliness. Discusses importance of providing essential sanitary facilities.
3. *In Hot Water.* Discusses customer's reaction to unclean eating utensils, the health hazards involved, and the importance of proper dishwashing. Covers machine dish washing, glass washing, and the cleaning of cooking utensils.
4. *Safe Food and Good Health.* Emphasizes that food must be safe as well as nutritious. Discusses proper selection, preparation, storage, and protection of food and the elimination of flies, roaches, rats, and mice.

Purchase price: $10.00 for complete series. United World Films, Inc., 105 East 106th Street, New York, N.Y. 10029.

Serve 'Em Right. 35 mm., filmstrip, color, sound, 15 minutes. Carnation Co., 5045 Wilshire Blvd., Los Angeles, Calif. 90036.

Summary: Describes service procedures of waitress. Shows how appearance is basic to salesmanship.

Smoothing the Flow of Restaurant Hospitality. 35 mm., filmstrip, sound, b & w, 15 minutes. Liberty Mutual Insurance Company, 175 Berkeley, Boston, Mass. Rental fee: Free.

Summary: Provides a safe practice educational program for restaurant employees.

Sure Cure for the Luncheonette Service Blues. 35 mm., filmstrip, 33⅓ r.p.m., 12-inch records, 12 minutes. Merchandiser Film Productions, 419 Fourth Avenue, New York, N.Y. 10016. Purchase price: $10.00.

Summary: All the cardinal rules that make the luncheonette counter successful done in a modern technique of rhyme and rhetoric, by "Bobby Banjo," a diminutive chef, and "Sally Service." Features proper attire, counter set-up, customer approach, sanitary food handling, safety hints, counter care, and suggestion selling.

Table and Counter Top Sanitation. 35 mm., filmstrip, color, sound, 15 minutes. Farley Manning Associates, 342 Madison Avenue, New York, N.Y. 10017. Rental fee: $1.00.

Summary: Demonstrates good sanitation practices for training food handlers, including how to sterilize top surfaces.

This Is Myrtle. 35 mm., filmstrip, b & w. University of Texas, Extension Division, 18th and Sabine, Austin, Tex. 78712. Purchase price: $6.00

Summary: Describes duties and responsibilities of waitress. Demonstrates proper methods used by waitresses. (Accompanied by a set of pictures.)

Tommy Fork and His Fountaineers. 35 mm., filmstrip, b & w, sound, 10 minutes. Merchandiser Film Productions, 192 Lexington Avenue, New York, N.Y. 10016. Purchase price: $25.00.

Summary: Deals with the fundamentals of food and fountain service, proper customer approach, and accident prevention. (Accompanied by a "photo quiz.")

Tricks of the Trade. 35 mm., filmstrip, color. Bristol-Myers Co., Education Service Department, 45 Rockefeller Plaza, New York, N.Y. 10020. Rental fee: Free.

Summary: Describes importance of personal cleanliness, pleasant smile, and a neat appearance. Developed for use with food service workers, nonprofessional hospital personnel, food handlers' classes, and vocational school students.

Twixt Cup and the Lip. MP 16 mm., b & w, 22 or 13 minutes. State Health Departments or U.S. Public Health Service Regional Offices. Rental fee: Free. Borrower pays transportations charges.

Summary: Tells how health departments go into action to obtain good dishwashing or single service utensils at local restaurants. Shows the proper methods of sanitizing multi-use utensils. The long version includes information on detergents.

You Are There Already. MP 16 mm., color, 15 minutes. American Hotel Association, 221 W. 57th Street, New York, N.Y. 10019. Purchase price: $85.00.

Summary: Shows the do's and don't of dining-room service. Shows how waiters and waitresses can meet and solve today's service problems.

Appendixes

Appendix A

SUPPLIES

Table Covering

½ M. tray mats (paper)
12 "linen" cloths (sized to tables)
12 "linen" napkins to match tablescloths (dinner size)
½ M. folded paper napkins (luncheon size)

Table Decorations

6 vases suitable to size of table
Plants, flowers selected for the training center

Miscellaneous

5 doz. check pads
2 doz. pencils with erasers
1 package notepaper
Sufficient notebooks for each class
2 doz. individual (1 oz.) glass creamers

Appendix B

TOOLS AND EQUIPMENT

Furniture and Supplies for 24 Guests

6 square tables seating 4 each (may be used separately or combined for practice in party or banquet service)
24 chairs to go with tables
2 side stands
2 folding tray stands
1 cashier's table
1 cash register

Coffee Maker

Style to be determined by the training center
Silex—4 complete pots with 4-burner electric stove
1- to 50-cup percolator-type coffee maker

Dishes

24 dinner plates
24 luncheon plates
48 salad plates
48 bread and butter plates
12 entree platters (to illustrate platter service)
36 cups
36 saucers
12 soup bowls
12 nappy bowls
36 sauce or "monkey" dishes
12 casserole dishes
12 one-cup teapots
12 one-cup coffeepots

Glassware

36 tumblers
12 iced-drink glasses
24 6-oz. juice glasses
6 of each type—wine, old-fashioned, cocktail, sour glasses
24 sherbert glasses
24 parfait glasses
6 ashtrays
6 sets oil and vinegar cruets or bottles

Silver or flatware

24 dinner knives
24 luncheon knives
24 bread and butter knives
24 dinner forks
24 luncheon forks
24 salad forks
12 oyster forks
12 soup spoons
12 bouillon spoons
72 teaspoons
12 tablespoons
12 iced-tea spoons

Stainless steel ware

4 two-quart water pitchers
12 supreme dishes
6 relish trays (divided into 4 or 5 compartments)
8 serving trays (4 round, 2 oval, 2 square or rectangular)
4 small change trays
6 bread trays or baskets

Appendix C

BUSING

Frequently, the initial job available in food establishments is that of busing. Both boys and girls are employed in this type of work, but the work required of the girls may be less strenuous.

BUSING REQUIREMENTS

Qualifications	*Job*	*Tools*	*Related Information*
Neat appearance.....	Opening dining-room	Cloths suitable for cleaning jobs	Importance of good housekeeping
Ability to follow directions.....	Cleaning and dusting furniture and furnishings	Materials used for cleaning various surfaces	Selection of proper equipment and materials for each type of job
Thoroughness in work.....	Wash mirrors, light fixtures	.....	Care in use of various cleaning products
	Vacuum rugs or carpeting	Vacuum cleaner	Judging acceptable standards
	Care for other types of floor coverings	Mops	Mopping floors (correct method), safety rules for co-workers and guests
Alert, prompt, observing, anticipating needs	Replenish supplies for servers	Ice, butter, condiments, trays, silver for cafeteria service	Importance of having adequate supplies available. Importance of prompt replacements
Strong arms and legs, ability to stand and walk for long periods	Transport equipment, tables, chairs	Truck depending on equipment being moved	Instruction in the correct methods of lifting and carrying
	Remove trays of soiled dishes	Truck	Techniques of loading trays Carrying loaded trays
	Stack dishes in receptacles or on truck	Receptacle for soiled dishes	Unloading trays or trucks at dish table. Sanitation in handling dishes and other tableware
	Cleaning table tops	Cloths, cleaning materials	Importance of keeping the dining area neat and ready for each customer
	Miscellaneous Jobs Bus Workers May Be Required to Perform		
Assist with service to guests, e.g., fill water glasses, replenish butter, pass hot breads and relishes		Tray, pitcher of ice water, bowl with cut butter, fork	Technique of filling glass without removing it from table. Correct method of serving butter Correct method of passing food to which guest helps himself

Appendix D

INTRODUCTION TO CAFETERIA SERVICE

The cafeteria has increased in popularity for many reasons:

1. By streamlining food preparation, the manager can offer good food at a lower price to the customer who:
   - Likes to see the food that he is selecting
   - Has a limited time for his meal
   - Is working on a limited budget
   - May wish to select one or two items to supplement a package lunch
2. Trained personnel offer good food that is well served in attractive surroundings.

3. Due to the fact that all food is in full view for the customer, the wise manager can arrange displays to create eye appeal—a method of increasing sales.
4. The dessert and salad section may be the first part of the counter that the customer sees; therefore, arrangement, color, and lighting should be planned carefully.

Counter Workers

The rate of pay for the cafeteria counter worker is usually on an hourly basis, as there is little or no tipping.

Tray Carriers

Some cafeterias provide tray carriers—workers who carry the tray of food that the guest has selected to the table chosen. Sometimes he sets up the place and removes the food from the tray and then takes the tray away. These workers expect to be tipped.

Busing

Busing is an important service in the cafeteria. Bus workers are expected to be very prompt in carrying out their duties as outlined in Appendix C.

Procedure for Training Cafeteria Counter Workers

1. Prepare detailed work sheets for each station
   a. Make directions brief
   b. Type or print on cards 5″ x 8″ in letters that can be read quickly
   c. Protect the cards with plastic cover, or coat with clear shellac
   d. Provide a *set* place for the card for each station
2. Instruct and demonstrate
   a. Serving equipment needed for each station
   b. How to use the equipment
3. Discuss the daily menu
   a. Arrangement of items at each station
   b. Safety practices to observe for protection of worker and guest (handling hot foods, especially liquids)
4. Set up a sample platter to show
   a. Portions
   b. Arrangement
   c. Accompaniments and garnishes

Teaching Tips

1. A limited menu should be provided to avoid confusion and not slow down customers as they move along the line.
2. The counter should always present an attractive and fresh appearance.
3. Workers should be trained to keep noise at a minimum; both kitchen and busing noise should be controlled.
4. Provide a cashier who is careful, accurate, and quick.
5. Train counter workers to follow the directions that apply to each station.
6. Train counter workers to follow directions so that they may cover any station in an emergency.

COUNTER SERVICE-CAFETERIA

Job	*Tools and Supplies*	*Related Information*
HOT FOODS (STEAM TABLE) PRE-SERVICE DUTIES		
1. Check steam table for cleanliness and orderliness	.....	Operation of steam table
2. Preheat steam table		
3. Select suitable containers.....	Pans for vegetables, meats, meat substitutes, sauces and gravies, soups	Analyze menu of hot foods. Decide on number and type of containers needed. Discuss how each should be served, any special directions regarding substitutions, second or half portions
4. Select pieces of serving equipment	Ladles, slotted or perforated spoons, tongs, serving forks, spatulas	Importance of selecting the right piece of serving equipment

COUNTER SERVICE-CAFETERIA—Continued

Job	*Tools and Supplies*	*Related Information*
HOT FOODS (STEAM TABLE) PRE-SERVICE DUTIES—Continued		
5. Select serving dishes, pot holders, clean cloths for counter and wiping dishes	Dishes, bowls, cups, small vegetable dishes (monkey dishes)	
6. Assemble garnishes and accompaniments	Catsup, mustard, garnishes, relishes, crackers	Selection of appropriate accompaniments for the menu Arrangement on the counter Directions for serving, in logical order
SET UP COUNTER		
Arrange food containers.....	Filled food containers.....	Group foods for contrast in color, shape, etc. Arrange for ease in service.
Wipe rims and flanges of insets before putting in steam table; repeat as needed during service	Clean cloths.....	Safety in handling pans of hot food Keep counter clean by wiping spills and drips before they dry
Check food and counter supplies with the menu *before* serving	Menu.....	Make up sample plate—illustrate food arrangement, size of serving, techniques of handling serving equipment
Test counter arrangement for convenience of service *before* the customers are at the station	.....	Position of server during service
SERVING		
Follow instructions regarding: portions, plate arrangement, garnish, or accompaniment	.....	Importance of supervising service and checking all details of instruction
Observe the rules of "Psychology of Counter Service." Apply the rules in performance of job	.....	Psychology of counter service: Offer helpful suggestions to hesitant customers regarding special items, good combinations. Be pleasant and patient Do not give the impression of indifference Serve from back of pan so that partially empty pans do not face the customer
Change menu sign when food supply has been exhausted	Supplementary menu signs	
Keep counter clean		
Keep serving pans clean		
Notify "runner" or supply person when fresh supplies are needed	.....	Observe the rule of notifying on the need for replenishments so that there will be no delay in serving Exchange empty pans for *full* ones—do not place fresh food in partially filled pans

COUNTER SERVICE-CAFETERIA—Continued

Job	*Tools and Supplies*	*Related Information*
POST SERVICE		
Remove food pans and return them to kitchen		Methods of caring for leftover foods—counter worker's responsibilities
Store garnishes and accompaniments	Select containers for storage	
Clean counter	Clean cloths, selected cleaning materials	Instruction in proper methods of cleaning steam table counter
BREADS—PRESERVICE DUTIES		
Assemble varieties of breads and hot breads offered on the menu	Rolls, muffins, etc.	Need to preserve maximum quality of hot breads Methods of preserving quality Techniques of selling hot breads—by attractive display, by suggestion to customer
	Plates, cut butter, fork	Various styles in which cut butter may be purchased, and ways of handling
Prepare trays of assorted sliced breads	Varieties of bread trays. Cover to retain freshness. Plates, tongs, cut butter	Instruction in arrangement of tray; how to keep bread fresh
SANDWICHES		
Preprepared for packaging:		
Assemble materials. Assemble tools.	Tray of breads, softened butter, salad dressing, prepared mixtures (e.g., chicken salad), sliced meats, cheese, assorted accompaniments or garnishes	
Prepare sandwiches	Knives, scoops, spatulas. Clean wiping cloths	Demonstrate sandwich making from spreads, from sliced meats, etc. Assembling and arranging area for speed and efficiency in production Techniques of spreading fillings Techniques of using sliced meats, etc.
Identify or mark for quick recognition Set up trays for counter	Bags of waxed paper or other type of wrapping	Cutting and wrapping sandwiches
Prepare on order:		
Assemble same materials as listed above. Arrange preparation area. Test for convenience.	Plates or platters, accompaniments and garnishes, clean wiping wiping cloths	

COUNTER SERVICE–CAFETERIA—Continued

Job	*Tools and Supplies*	*Related Information*
SERVICE		
Learn to prepare toasted, grilled sandwiches	.....	Instruct regarding methods of serving prepackaged goods and items made on order; importance of keeping counter clean, free from scraps, etc., while serving
POST SERVICE		
Assemble all unused materials.....	Select storage containers, wrappings, etc.	Results of careless handling of breads and sandwich materials—growth of molds and bacteria Never add fresh mixtures for sandwiches to leftovers—medium an excellent source of bacteria growth
Clean counter.....	Cleaning cloths, selected cleaning materials	Demonstrate method of cleaning counter and any storage areas
BEVERAGES—PRESERVICE		
Check coffee makers, urn or other. Assemble materials for beverages	Coffee, tea, hot chocolate mix, postum, sugar, lemon topping, or whipped cream	Instruction in use of various styles of coffee makers. Importance of accuracy in measuring coffee and water, or following directions on packaged, premeasured coffee *Boiling water* required for tea Importance of clean urn or other type of coffee maker
	Cream-mix for dispenser Individual service	How to prepare the dispenser and mix
Set up counter.....	Cups, saucers, tea or coffee pots, creamers, sugar, lemon	Use of milk dispenser; cleaning, refilling
Arrange bottled beverages—keep refrigerated	Glasses, straws.....	Various methods of keeping chilled and bottled beverages at correct temperature; methods may vary with house
SERVICE		
Listen carefully to customer's request	.....	Special customer requests to watch, e.g., light coffee
Scald coffee or tea pots before putting in the beverage	.....	Quantity of tea or coffee to serve in pots and cups. Rule of the house regarding tea service, second cup, etc.
Prepare iced drinks.....	Tall glasses, ice, fine sugar, lemon..	Methods of preparing iced tea and coffee

COUNTER SERVICE–CAFETERIA—Continued

Job	*Tools and Supplies*	*Related Information*
***SERVICE*—Continued**		
Make milk shakes, malted drinks, and fountain drinks according to formula	Blender, tall glasses, ice cream scoop, garnish or topping	Basic ingredients needed for fountain drinks Use of blender and time for mixing Method of serving, e.g., whether the customer receives the mixing container and a glass or the beverage served directly in the glass
POST SERVICE		
Inventory leftover bottled goods, milk and any other single-service items	Inventory sheets	Importance of inventory and method of recording various items
Store beverage supplies		
Clean *all* equipment	Tools suitable for type of equipment used	Directions for cleaning specific pieces of equipment, e.g., urn, urn bag, dispensers
Clean counter and other areas assigned to beverage station	Suitable cleaning materials and cloths	Back of counter, back "bar" and other areas may be included
SALAD—PRESERVICE		
Prepare counter top and shelves	Wiping cloth and polishing cloth	Importance of eye appeal at this counter and methods of obtaining this effect
Fill cold pan with chopped ice	Chopped ice	Mechanics of using cold pan
Arrange salads		Salads arranged according to kind, e.g., vegetable, fruit, etc.; and considering color harmony—accent pale colors with bright
Study the variety of salads on menu. Check placement of salads on plate	Menu	Study methods of salad setup in various types of dishes, e.g., bowls, platters, plates; diagonal versus straight arrangement
Set up assortment of dressings	Assorted dressings, spoons, ladles	Information regarding ingredients of dressings
Check salad counter from front—get the customer's view		
SERVICE		
Move salads forward as sold, keep moving in rotation		
Keep counter clean		
Change menu sign when last salad is sold		

COUNTER SERVICE–CAFETERIA—Continued

Job	*Tools and Supplies*	*Related Information*
POST SERVICE		
"Break down" counter; return all salads, dressings, etc., to pantry. Empty cold pan	Container for ice being removed from cold pan	Instructions regarding methods of caring for leftover salads
Clean counter	Cleaning cloths and cleaning materials	
DESSERTS—PRESERVICE		
Learn the variety of desserts on the menu	Menu	Discuss the varieties of desserts to be offered, e.g., refrigerated or at room temperature, with sauce, etc.
Plan counter arrangement; consider it from customer's angle Consider type dish used for dessert Arrange so that a single row will be of one kind and one size dish Avoid large and small plates in same row, low and tall in same row	Dishes, plates, glassware; part of cold pan reserved for desserts	Criteria for counter arrangement—group as to type: Fruit pies together, cream pies, etc. Cakes—layer, cup, etc. Puddings, chilled, keep fresh supply in refrigerator, and topping as needed Cooked fruits Fresh fruit Psychology in arranging counter: Make selection convenient for customer Display in mass Attract customer Increase selling appeal Attract attention to any daily feature
SERVICE		
Serve desserts in suitable dishes	Supply of desserts—toppings, sauces, and garnishes	Toppings, sauces and garnishes suitable to various types of desserts
	Knife, spatula, dipper, and ladle	Technique of putting on sauces Technique of decorating Use of underliners with certain desserts
POST SERVICE		
Remove leftover desserts		Directions for storing varieties of desserts Length of time they may be stored Dry storage or refrigeration Wrapping, etc.
Clean counter and take care of cold pan	Same as for salad station	Job of cleaning—either assist salad server or alternate

Appendix E

INTRODUCTION TO LUNCHEONETTE COUNTER SERVICE

The luncheonette counter has become a popular style of food service.

It differs from cafeteria service in several ways:

1. The guest selects food from a menu.
2. The place is set and the food is served at the counter.
3. Some luncheonettes have booth service. Rules for table service apply to this situation.

It is also similar to the cafeteria:

1. The guest is able to purchase food for less than at a tea room, restaurant, or hotel diningroom.
2. It is considered a form of quick service.

Counter workers may be required to do "short order" work as well as serve. Tips are not high, but there should be a rapid turnover of customers which may compensate for this.

Objectives

To develop the concept of the two types of counter service:

Cafeteria-guest picks up selected food as he passes along a service line.

Guest is served, usually at a counter, after selecting food from menu.

Procedure

1. Discuss some of the details that foster food business
   a. Attractive dining facilities
   b. Decorative details that create a pleasant atmosphere
   c. Counter workers who are well trained, clean and attractive, courteous, and well informed
   d. High standards of cleanliness and sanitation
   e. Foods arranged to create eye appeal
   f. Foods protected from contamination
      (1) By flies and other insects
      (2) By bacterial growth caused by contact with workers or guests
   g. Careful attention to sanitation: clean towels and cleaning cloths, removal of soiled dishes, etc.; work areas kept neat, clean and free from scraps or trimmings of food
2. Review general directions that were covered in the unit on cafeteria counter service in view of the similarity to this type of service
3. Present specific directions
   a. Offer menu
   b. Take order
   c. Place order
   d. Set up cover with placemat or other covering, silver, glass of water
   e. Pick up or prepare order according to the rule of the house
   f. Serve guest
   g. Be alert to recognize the need for any additional service
   h. Use salesmanship to sell additional items of food
   i. Present check with "thank you" when guest indicates that he does not wish further service
   j. Clear away soiled dishes, etc., and prepare for next guest

Assignment

Visit two selected luncheonettes. Check and rate each on the points discussed in the lesson.

Appendix F

FUNDAMENTALS OF TABLE SERVICE

Job	*Tools and Supplies*	*Related Information*
PRESERVICE		
1. Check housekeeping duties—clean chairs and tables	Cleaning polishes, cleaning cloths	Importance of keeping the dining-room clean and attractive
2. Prepare service station	Equipment and supplies for serving guests	
3. Prepare side stand or "drug store"	Collect condiments, sauces, and extra serving equipment	Arrangement of side stand—care and appearance of the equipment at this area

FUNDAMENTALS OF TABLE SERVICE—Continued

Job	*Tools and Supplies*	*Related Information*
PRESERVICE—Continued		
4. Learn how to set the table for various types of meals	Table appointments, dishes, silver, and glassware	Sanitary methods of handling silver and glassware Names of various pieces of china, silver, and glassware Standards of service important to success in business
5. Learn the details of "side work"	Various sauces and condiments to be on the stand	Daily and weekly care Names of various sauces and condiments
a. Clean and fill sugar containers, salt, and pepper		
b. Syrup jugs, catsup, or mustard containers		
c. Check bottles of sauces		
d. Fold napkins	Supply of napkins, napkin dispenser	Demonstrate the method to be used for folding. Amount to put into dispenser
e. Care of fresh flowers, plants	Vases, scissors, or knife	Demonstrate method of caring for flowers and plants Importance of appropriate decorative arrangements
f. Ash trays		Proper method of emptying ash trays and cleaning them

Appendix G

ORDER OF SERVICE

Breakfast

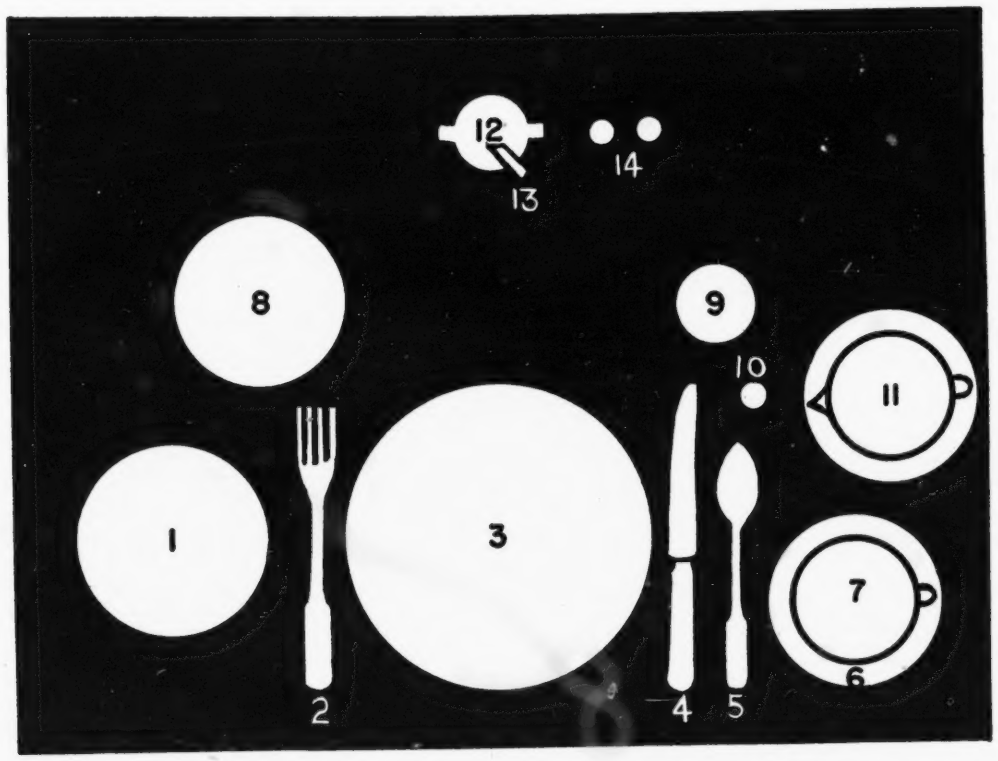
It is important that trainees learn the accepted method for serving breakfast. The following information in this appendix will instruct the trainee on how to organize the steps in serving different types of breakfast menus.

Procedure

1. Analyze the customer's order to determine the number of courses and what will be needed to serve the meal.
2. When fresh fruit or juice is ordered, it is desirable to serve it first, then remove the soiled dishes before placing food for other courses.
3. If a combination of fruit, toast, and coffee is ordered, the customer may ask to have the whole order served at once.
   a. Place the fruit dish on an underliner in the center of the cover.
   b. Remove fruit course after guest has finished eating.
   c. Place cereal bowl on an underliner in center of the cover, pitcher of cream above the cover, sugar container in a convenient place. Provide a clean spoon for the sugar.
   d. Remove the cereal when guest is finished.
   e. Place main course of hot food in center of cover, toast to left of fork, coffee to right of spoons.
   f. Place sales check face down at right of cover or present it on a clean tray.

Special Directions for Breakfast Service

1. Be sure that fruits and juices are thoroughly chilled and served in cold dishes.
2. Prepare individual boxes of packaged cereals so that the guest can open them easily.
3. When guest orders eggs, be sure to find out how he desires them to be prepared—fried eggs, whether or not over; the number of minutes for boiled eggs.



Cover arrangement for main breakfast course.

1. *Plate of toast.*
2. *Fork.*
3. *Breakfast plate.*
4. *Knife.*
5. *Teaspoon.*
6. *Saucer.*
7. *Cup.*
8. *Bread-and-butter plate.*
9. *Water glass.*
10. *Creamer.*
11. *Coffee pot on underliner.*
12. *Sugar bowl.*
13. *Sugar spoon.*
14. *Salt and pepper shakers.*

4. Muffins and hot breads should be hot.
   a. Toast freshly made. Ask whether it is to be dry or buttered, also the kind of bread.
   b. Hot cakes on hot plates. Serve as soon as they are cooked.
   c. Replenish butter as needed.
   d. Be sure to serve jam, jelly, or other accompaniment with toast, and syrup with hot cakes or waffles.

BREAKFAST SERVICE DUTIES

Job	*Tools and Supplies*	*Related Information*
Breakfast Reminders		
Guest may be in a hurry, may not have a good appetite, may be in bad humor	.....	Psychology of handling different types of breakfast guests. Become acquainted with desires of the *regular guest;* questions may not be necessary Server should know the "daily" guest who gets black coffee
Become thoroughly acquainted with the menu	Sample menu of the house	
Procedure		
1. Greet the guest		
2. Seat the guest (omit for counter or informal service)		
3. Take guest's order	.....	Posture when taking the order

BREAKFAST SERVICE DUTIES—Continued

Job	*Tools anp Supplies*	*Related Information*
Procedure—Continued		
4. Place the order in the kitchen		Importance of getting *all information for the order*—style and time for cooking eggs
5. Time the order		
6. Assemble order		
7. Serve each course		Techniques of assembling courses
8. Present check		
9. Clear table		
10. Reset table		
BREAKFAST—POSTSERVICE		
Follow directions for caring for supplies and equipment	Containers suitable for storing foods	Importance of removing and carefully storing supplies and equipment used for breakfast service
Perform assigned cleaning duties	Cleaning tools and materials	There should be no obvious remnants of breakfast when luncheon guest arrive
Prepare for luncheon service		

Luncheon

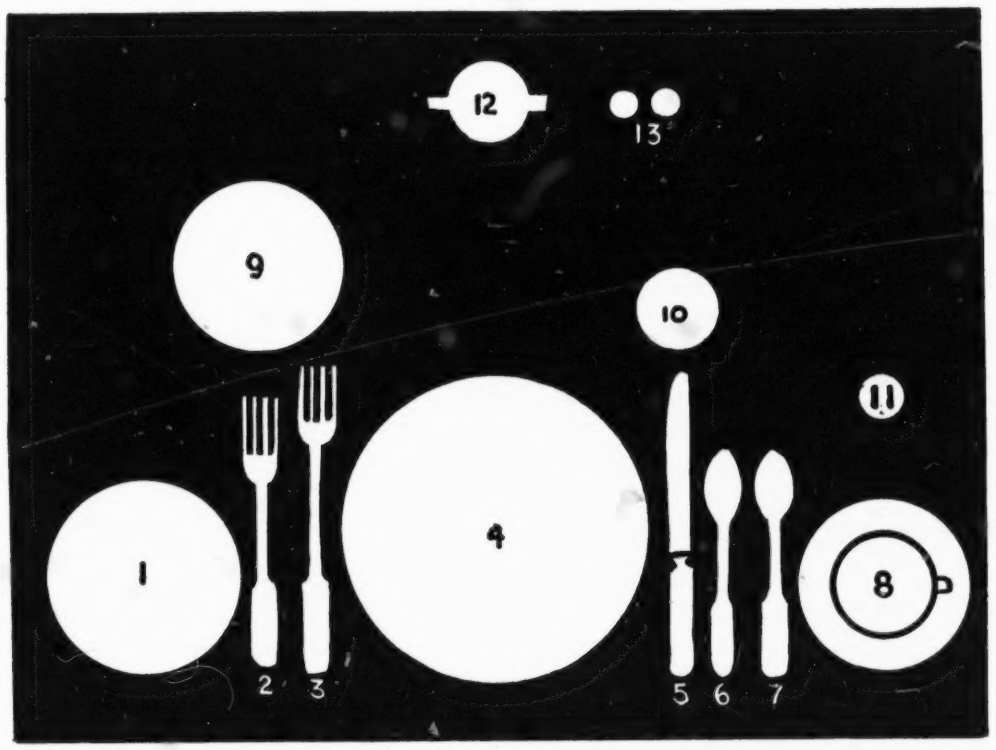
Luncheon customers usually can be classified into two groups: the business people who have a short lunch hour and want quick service, and the shoppers and others who desire more leisurely service. The problem of the salespeople is to avoid keeping customers in the first group waiting for service and to avoid making those in the second group feel that they are being rushed.

Service to all groups should be gracious and carefully executed. The following outline of the order of service will provide a guide which may be adapted to suit any situation.

Procedure:

When a course luncheon is served, the service may be as follows:

1. Fill the water glass ¾ full of iced water.
2. Place the chilled butter on the bread and butter plate.
3. A plate of crackers or Melba toast may be offered to the guest from the left or placed on the table to the left of the forks.
4. Place soup service or cocktail service in the center of the cover. (Be sure the guest has the necessary silver and that the soup or cocktail is served on the proper underliner.)
5. Remove the soup or cocktail service when the guest has completed the soup course.
6. Place entree plate in the center of the cover to the right of the forks. When salad is served with the main course, place it to the left of the forks. When a hot beverage is served with the main course, place the cup and saucer at the right of the cover, cup handle turned to the right. Place individual creamer above the cup, place coffee pot or teapot above and a little to the right of the cup and saucer. When an iced drink or milk is served, place glass a little to the right of and below the water glass. Check the rules of the house regarding serving iced drinks on underliners.
7. Remove the dishes from the main course in this order:
   a. The entree plate.
   b. The salad plate.
   c. The bread and butter plate.
8. Silver used or supplied for the main course should be removed from the table with the main course dishes.
9. Crumb table if necessary.
10. Place the dessert silver to the right of the cover with the fork nearest the plate. When fork and spoon are used, the dessert fork may be placed on the left side.



Cover arrangement for main course of luncheon.

1. Salad plate.
2. Dinner fork.
3. Salad fork.
4. Dinner plate.
5. Dinner knife.
6 and 7. Teaspoons.
8. Cup and saucer.
9. Bread-and-butter plate.
10. Water glass.
11. Creamer.
12. Sugar bowl.
13. Salt and pepper shakers.

11. Serve beverage if guest desires.
12. Place check face down at the right of the cover or present it on a change tray. As you place the check, say "thank you."
13. Tables are usually cleared after the guest leaves. Reset table.
14. Be attentive to guests during the meal to see if other service is needed. Keep water glass filled during the entire meal.

LUNCHEON SERVICE DUTIES

Job	*Tools and Supplies*	*Related Information*
PRESERVICE		
Become thoroughly acquainted with the menu of the day. Learn meaning of unfamiliar terms or words in menu	Copy of the menu of the day. Style of dishes to use for the various items	Discuss the different types of luncheon menus: complete or table d'hote, specialties—"business men's menu," "shopper's special," and "children's menu"; use of "clip on"—its meaning to the server—when to remove
Know: Items that are ready to serve Items to be prepared on order Time required for preparation Style of cooking Ingredients—especially unusual or foreign terms applied to sauces	.....	Demonstrate dishes to be used for luncheon service—size of plates for a la carte or complete luncheon, service when using casserole dishes; set up sample cover to illustrate dishes, silver, etc., to use

LUNCHEON SERVICE DUTIES—Continued

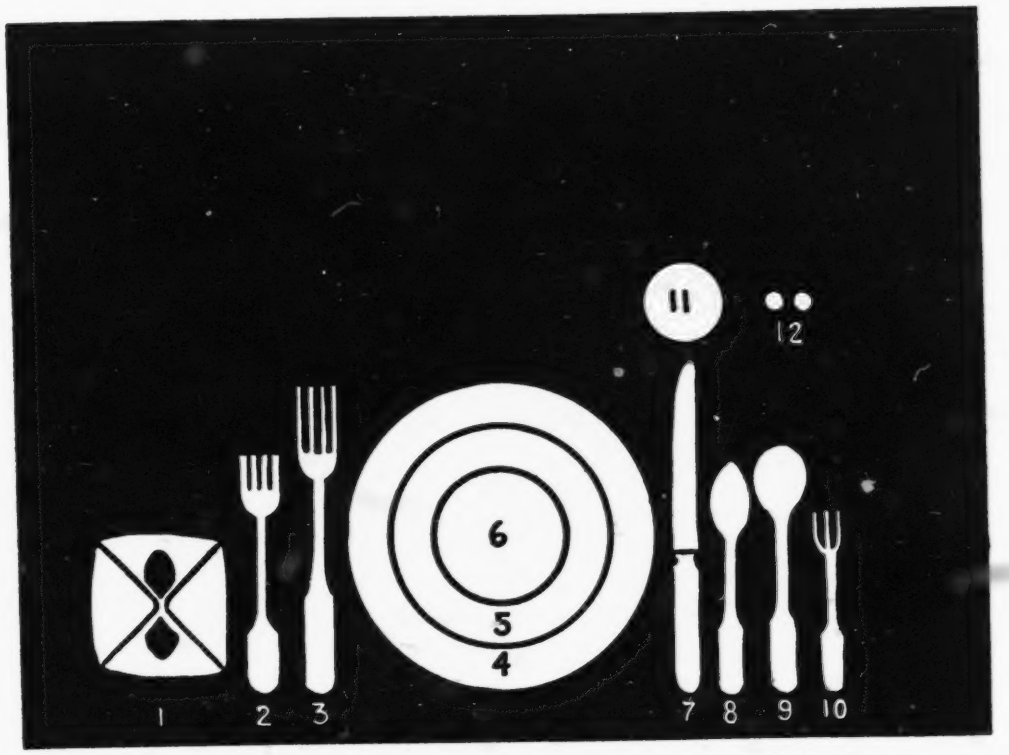
Job	*Tools and Supplies*	*Related Information*
PRESERVICE—Continued		
Prepare "side stand"	Condiments, sauces, and all other equipment to facilitate service	Review the information on preparation and care of "side stand"
Set up dining room		"Follow rules of the house" in table setting
SERVICE		
1. Learn how to: a. Take the guest's order b. Place the order in the kitchen c. Assemble the order d. Time the courses e. Serve each course f. Be attentive without being annoying	Pad of checks and pencil	Practice mock service until the trainee becomes proficient in the steps for serving
2. Serve the order; follow house rules for serving courses	Correct dishes, silver, and accompaniments for each course	
3. Present check	Check addition of check	Importance of accuracy when making out checks
4. Clear the table		Clean "setup" for next guest
POSTSERVICE		
Clean complete station according to rules of house		Review rules and regulations for postservice

Dinner

Dinner guests are seldom in a hurry. The salesperson is able to give them a more careful and leisurely type of service than for any other meal. While the guest should be given ample time to enjoy his food, long periods of time between courses should be avoided. Watch so that each course may be served promptly and any special services desired may be taken care of.

Procedure

1. The appetizer. Place the cocktail or hors d'oeuvre service *from the left* in the center of the cover. A tray of canapes and hors d'oeuvres is often offered to the guest. In this case the empty service plate should first be placed before the guest and the tray then offered to him from the left.
2. Remove the first course dishes.
3. Place the soup service in the center of the cover. Offer the crackers from the left.
4. Remove the soup service.
5. When the entree is served on a platter, place it directly above the cover. Lay the serving silver at the right of the platter. Place the warm dinner plate in the center of the cover.
6. When "plate" or "Russian" service is used for the entree, place the warm, filled dinner plate in the center of the cover. When the salad is served with the main course, place it to the left of the forks. When the beverage service is placed with the main course, put it at the right of the teaspoons. Place the individual serving tray of bread at the left of the salad plate.
7. Remove the main course dishes in this order:
   a. Platter, relish dish, condiment containers
   b. Dinner plate, salad plate, bread and butter plate, vegetable dish
   c. Empty beverage glass (not the water glass)
   d. Remove any extra silver not used in the main course
8. Crumb the table, using a small plate and a clean, folded napkin.
9. Place silver for the dessert course at the right of the cover.
10. Place the dessert service in the center of the cover.
11. Serve hot coffee or place the demitasse to the right.
12. Throughout the meal keep the water glass filled.



Cover arrangement for appetizer course for formal dinner.

1. ***Napkin with hard roll in center fold.***
2. ***Salad fork.***
3. ***Dinner fork.***
4. ***Service plate.***
5. ***Underliner.***
6. ***Cocktail glass.***
7. ***Dinner knife.***
8. ***Teaspoon.***
9. ***Soup spoon.***
10. ***Cocktail fork.***
11. ***Water goblet.***
12. ***Salt and pepper shakers.***

Special Attentions to Observe When Serving Dinner

1. Serve crackers, other accompaniments, or relishes with seafood cocktails, vegetable juices, and soups.
2. Place soup spoon at extreme right of the teaspoons.
3. Place the oyster cocktail fork on right side of service plate or place it at the cover to the right of the soup spoon.
4. When a salad bowl is featured, first place a cold salad plate before the guest, then offer the salad bowl provided with salad spoon and fork. Offer the salad from the left so that the guest may help himself readily.
5. Certain desserts like shortcake may be eaten with a spoon or fork; bring both and place at the right of the cover unless the cover would look more balanced with the fork on the left and the spoon on the right.
6. Serve demitasse just after the dessert has been placed.

Pointers on Clearing the Table

1. After any course, dishes should be removed from the left side of the guest, except in the case of the beverage service; these dishes are removed from the right.
2. Platters and other service dishes should be removed first when clearing the table. If they should be emptied earlier in the meal, they may be removed at that time in order that the table be less crowded.
3. The main course plate should be removed first, the salad plate next, and finally the bread and butter plate.
4. An empty milk glass is removed after the main course, from the right side.
5. Hot tea or coffee service is left on the table until after the completion of the dessert course.
6. The water glass should remain on the table and be kept filled as long as the guest is seated.
7. Remove the beverage from the right side to avoid reaching in front of the guest.
8. Should it be necessary to change a soiled cloth when a guest is at the table, the soiled cloth should be turned halfway back and the clean cloth laid halfopen in front of the guest. The tableware is transferred to the clean cloth. Draw the soiled cloth from the table and pull the clean one into place. Dispose of soiled linen immediately.

Other Considerations

1. Do not keep the guest waiting for his check. Present it as soon as you are certain that the guest does not wish further service.
2. Check addition of the check, lay it face down on the table to the right of the cover or on a small change tray. When there is a group of several persons and the host is not known, place the check toward the center of the table. When a man and woman are dining together, the check should be presented to the man, unless separate orders have been written.
3. When accepting payment for the meal, mention the amount of the check and the denomination of the bill. Return some change in small silver to make the tipping easier for the guest.
4. Observe good manners regarding tips—do not give the impression that one is expected; do not register disappointment over the size of the tip.
5. Observe small courtesies when guests are leaving. Make them feel that they have been welcome and that you will enjoy their patronage again.

DINNER SERVICE DUTIES

Job	*Tools and Supplies*	*Related Information*
Practice procedures in seating guests (a pleasant greeting by waiter to supplement that of captain). Offer menu	Menu	Information or procedures on receiving guests, seating Duties of captain or hostess Listing order of parties when diningroom is full Suggestions for guests waiting for tables, e.g., gardens, art exhibit, cocktail, gift shop
Allow time for guest to look over menu before requesting order		Remember—do not rush guests *unless* there has been a special request for quick service
Practice styles of greeting and ways of approaching guests for order		
Put into practice the steps of taking order and serving discussed in pre-service training for breakfast and luncheon. Observe the correct sequence of courses with the proper accompaniments		Importance of observing guest's needs during meal Keep water glass filled Extra butter Be alert to requests Avoid hovering or eavesdropping Try not to interrupt
Become thoroughly acquainted with dinner menu: A la carte and table d'hote menu Information regarding: preparation of food such as sauces, and foreign terms Special relishes or accompaniments Any appetizers that are not included with dinner price Giving and assembling order Time required for preparation of certain foods		Analyze dinner menu with careful explanation of every phase of service
Learn how to set up side stand for dinner—check relishes, etc.		Review side stand setup

DINNER SERVICE DUTIES—Continued

Job	*Tools and Supplies*	*Related Information*
Follow directions for setting tables..	Table cover, silver, glassware, napkin, etc.	Methods of setting up tables for dinner, selection of silver, decorations
Practice resetting tables for repeated parties	Supply of table coverings, silver, etc.	
Learn to take guest's order		Stress importance of developing a system of
Follow rules of house regarding method of serving entree, e.g., accompaniments, when to pass relishes and breads		Writing orders to be interpreted in kitchen
Be knowledgeable regarding makeup of dishes		Knowing what each guest should be served
Be prepared to answer guest's questions regarding food		Recognize steady customers, their preferences, etc.
		Deferring writing check until certain that selection is definite
Know the procedure according to house rules on erasures or spoiling check	Guest checks, pencil	Checking on what beverage guest desires
Practice placing orders in kitchen and pantry	.....	Importance of following prescribed method for placing entree order and pantry order
		Use correct descriptive works
		Be sure that order has been accepted at each station
		Know when to pick up—according to rule of house—signals such as bells or lights
		Know rules of garnishing, what and by whom
Place check with "thank you" or other indication of appreciation		Promptness imperative to assure highest quality of food
POSTSERVICE		Review post service duties for breakfast and luncheon
		Adapt to suit situation
DINNER SERVICE—PRESERVICE		
Become informed on special dinner procedures		Important points to remember regarding dinner service:
		For a more relaxed meal provide service that indicates and provides the atmosphere of leisure—*use psychology*

DINNER SERVICE DUTIES—Continued

Job	*Tools and Supplies*	*Related Information*
DINNER SERVICE—PRESERVICE—Continued		
Learn the techniques of increasing sales through suggestion		Practice salesmanship: Cocktail before dinner Wine with meal After-dinner drink Suggestions to the a la carte customer Special attention to children Observance of special days, e.g., birthdays, anniversaries Be ready to help the hesitant customer in selecting (push house speciality)
Observe the rules for cleaning the table after each course		Supervise the techniques in removing dishes, etc., after each course
Crumb the table before the dessert course Refill beverage unless custom is contrary to rule of house		
Practice rules of courtesy in completing the meal service		Importance of checking guest's wish for "any further service" before presenting check Leave a good impression with the guest: a. Has the food and service been satisfactory? b. Presenting the check with "thank you, come again"
Present check		
Clear table in preparation for next party	Clean setups	
CLOSING DUTIES		
	See list for luncheon	Review closing duties as well as any special assignments, e.g., caring for cut flowers

Special Meals

Banquet Service

1. Rapid service is very important, especially when a business meeting follows a meal.
2. Water glasses are filled and foods such as bread and butter, olives, condiments, and possibly salads are placed on the table before the guests arrive.
3. Headwaiter or waitress directs service so that each course may be served as nearly simultaneously as possible.
4. Service is simplified for the servers, as all guests receive the same food.
5. Servers must be trained to move quietly, handle dishes as quietly as possible, and withdraw from the diningroom as soon as possible, especially when a program or meeting is in progress.
6. Servers must be exceptionally cautious in serving, as space is often crowded and guests may be in a gay and careless mood.

Special Party Service

Buffet and Smorgasbord

This type of food service is increasing in popularity. Many varieties of food, both hot and cold, are ar-

ranged attractively on a large, beautifully decorated table.

The smorgasbord offers a large variety of fish dishes, such as pickled and smoked varieties as well as those foods that are usually found on the traditional buffet table.

Plates are conveniently arranged for the guest to pick up. The covers at the tables are usually set with silver and water glasses. The waiter or waitress is responsible for clearing tables. The same rules apply for removing dishes as in traditional table service. Often the table is cleared of the main course plates and silver while the guests have gone to the dessert table to make their selections.

The waiters usually take care of coffee and provide selections from the bar.

Guests like this type of service because they are free to select foods to their own liking; they may replenish their plates as often and with as much as they care to take. After the first selection, the guest usually becomes quite modest in his selection. Food managers seem to favor this type of service and it is becoming quite popular at many hotels and large restaurants.

It has not eliminated the need for trained table workers. Buffet on a small scale is becoming a popular way for many hostesses to entertain, and these functions provide opportunities for workers to supplement their income on a day off from the regular job or after hours.

Formal

Hosts and hostesses often entertain in private diningrooms of clubs, hotels, and restaurants. Waiters and waitresses assigned to serve at these functions are usually well skilled, as the style of service may be different from that of the regular diningroom.

The menu has been planned in advance so that all guests will be served alike. The server can assemble such items as underliners, condiments, and coffee cups, and have many of the details of preliminary service ready before the guests arrive and are seated.

Parties may be served "Russian style" (all plates are filled in the kitchen and carried to the diningroom and placed before the guests) or "English style" service may be used. For this type of service the plates or platters are placed before the host, who then serves the selection of hot foods; the plate is passed to the server, who then carries it to the guest.

The English service takes more time, and the guest's attention may be distracted; also the host must be adept at carving and able to serve gracefully. The former type of service is far more popular with most party planning. "French service" is used in better restaurants and hotel diningrooms. For this type of service, two waiters are assigned to each station, one acting as the head, the other as assistant. The details of service, accompaniments, and equipment are very carefully worked out to produce a service that is perfect.

Waiters must master the techniques of gracious service as well as becoming thoroughly experienced in serving different dishes as prepared and garnished in the kitchen, for example, a plank steak with potatoes and vegetables, beautifully decorated, is shown to the host or hostess by the waiter. The steak is then taken to a side serving table, carved, and slices placed on plates along with the various vegetables by the headwaiter. He passes the plate to his assistant who takes the plate to the guest. This procedure is followed until all have been served. Equipment must be set up on the side table to keep the food at the proper temperature until the guests are ready to have the remaining food offered to them. The food that is left on the plank is then placed on a clean, heated serving platter and arranged just as attractively as the original. The guest indicates his desire for another serving, which is placed on his plate by the headwaiter. Each course of the meal is served with the same formality.

Dessert selected for a meal of this type is usually something that can produce more or less of a spectacular appearance, for example, a flaming dish of some type. It will be served with the same care and style. This type of meal cannot be served in a hurry. It is most expensive and festive.

Appendix H

GENERAL INFORMATION ABOUT MENUS

The type of eating place, its location, and equipment are factors influencing the kind of food that a restaurant will offer. (Sample menus are included at the end of this appendix.)

The fountain luncheonette would serve foods very different from those in a waterfront sea food restaurant.

Foods that would be appropriate for a restaurant serving women shoppers would not be suitable to a roadside diner serving customers who do hard physical work.

The Menu Pattern

A general pattern suited to any type of eating establishment facilitates service, since the salesperson can serve the customer without undue delay.

An *a la carte menu* is arranged as follows:

Breakfast

Fruits	Toast and hot breads
Cereals	Preserves and jellies are sometimes listed after the fruits
Eggs	
Meats	
Specialities	Beverages

Luncheon or Dinner

Appetizers	Soups

Entrees—often divided into

Eggs and egg dishes	Steaks and chops
Fish	Vegetables
Shellfish	Salads
"Made dishes"	Breads
Roasts	

Sandwiches—sometimes listed as to type

Plain or untoasted	Triple-deck
Toasted	Hot

Desserts—often grouped as

Fruits, various styles	Ice cream and ices with variations
Puddings	
Cakes and cookies	Cheese and crackers
Pastry	

Beverages

Club meals follow an accepted order similar to that on an a la carte menu. Club meals are often numbered with the notation that no substitutes may be requested. These meals are planned to give the customer a well-balanced entree, with a choice of dessert and beverage. It is important that the server be accurate in placing these orders in the kitchen, as the size of the portion for this type of service may differ from the a la carte portion.

Special featured dishes and combinations appear in a prominent place on the menu, often as a "clip on." Such designations as "Today's Special," "The Chef Suggests," or "Shopper's Special" are used.

Psychology of Menu Styles

The menu card is the customer's introduction to the management. It informs him of the dishes available, the manner in which they are prepared, and the cost.

Most customers prefer menu cards that are simple to read, handy in size, clean, attractive, and suitable. The cover or the back may provide interesting information that may be helpful in building business.

It is not good merchandising to arrange items according to price. If lower prices are listed first, the customer's attention will be focused on them and the higher priced dishes may be neglected. A prominent place on the menu for any dish is at the top of the list for that course. Statistics show that more people order the first item than any of the others.

CHILDREN'S MENU

SPECIALS

For the Twelve Year Olds and Younger

Includes Milk and Dessert

Grilled Frankfurter on a Roll with French Fried Potatoes	.95
Sliced White Meat Turkey Sandwich with Sweet Pickles	1.30
Scrambled Eggs with Crispy Bacon, Home Style Toast and Jelly	1.35
Creamed Chicken, Toast Points and Buttered Green Peas	1.75
Hamburger on a Toasted Roll with Crisp Potato Chips	1.25
Tunafish and Celery Sandwich with Chilled Tomato Slices	1.15
Broiled Loin Lamb Chop with Potato, Vegetable, Bread and Butter	2.65
French Toast with Vermont Maple Syrup	1.15

AND

YOUR DRINK THROUGH A STRAW

Milk

Chocolate Milk or Pink (Strawberry) Milk

DESSERTS

Choose the One You Like Best

Peter Rabbit Sundae

Frosted Cake Apple Pie

Ice Cream with a Cookie

Sherbet Fruit Cup

Chocolate Marshmallow Sundae Hot Butterscotch Sundae

A LA CARTE

Fresh Fruit Cup .35 Chilled Juice .20

Cup of Soup .30

FINGER SANDWICHES

Sliced White Meat Turkey Sandwich	.90
Hamburger on a Toasted Roll with a Pickle	.70
Tunafish and Celery Sandwich with Carrot Sticks	.75
Peanut Butter and Jelly Sandwich	.55
Sliced Ham on a Soft Roll with a Pickle	.70
American Cheese on Toast	.55

HOT DISHES

Creamed Chicken, Toast Points and Buttered Green Peas	1.40
Grilled Chopped Beefsteak with Potato and Vegetable	1.50
Broiled Loin Lamb Chop with Potato and a Vegetable	2.35
Small Tenderloin Steak with French Fried Potatoes and a Vegetable	2.50

DESSERTS

Cherry Marshmallow Sundae .45

Frosted Layer Cake .30 Apple Pie .30

Chocolate Sundae with Whipped Cream .45

Ice Cream with a Cookie .30

Fruit Cup .35 Apple Sauce .25

Hot Butterscotch Sundae .45

Assorted Cookies .25

Milk .20 Chocolate Milk .20

Ice Cream Soda (Assorted Flavors) .45

Dinner Menu

FRESH FRUIT COCKTAIL, SHERBET
CHOPPED CHICKEN LIVERS
TOMATO JUICE
HALF GRAPEFRUIT SHERBET
CLAMS ON HALF SHELL .60

BISMARCK HERRING
CHILLED FRUIT JUICES
HERRING IN SOUR CREAM
ARTICHOKE HEARTS .75
SHRIMP COCKTAIL .75

•

CELERY AND OLIVES
OUR POPULAR RELISH TRAY

COTTAGE CHEESE
HOME BAKED DINNER ROLLS

SOUPS DU JOUR

•

ENTREES

ROAST PRIME RIBS OF BEEF AU JUS	4.75
ROAST MONMOUTH COUNTY CAPON	3.50
VEAL PARMIGIANA	3.25
ROAST LONG ISLAND (HALF) DUCKLING, SAUCE BIGARADE	4.50
SHISH KEBAB, RICE PILAFF	3.50
FRESH PORK TENDERLOIN EN BROCHETTE	3.50
SOUTHERN FRIED CHICKEN, COLE SLAW	3.25

FROM THE SEA

SOFT SHELL CRABS ON TOAST, TARTAR SAUCE	3.50
FRESH JUMBO SHRIMP A LA SCAMPI	3.75
BROILED LOBSTER TAIL, DRAWN BUTTER	3.75
ALASKAN KING CRAB, DRAWN BUTTER	3.75
FROG'S LEGS, SAUTE MEUNIERE	3.75
IMPORTED ENGLISH DOVER SOLE, LEMON BUTTER	3.50
FRIED JUMBO SHRIMP, COCKTAIL SAUCE	3.25
BROILED FRESH BLUEFISH, LEMON BUTTER	3.50

BROILED TO YOUR ORDER

PRIME SWEETBREADS WITH MUSHROOMS	3.50
HICKORY SMOKED HAM STEAK, HAWAIIAN	3.25
JERSEY PORK CHOPS, APPLE SAUCE	3.50
CHOPPED SIRLOIN STEAK, PEPPER RELISH	3.00
GENUINE CALVES LIVER AND BACON	3.50
HALF SPRING CHICKEN, AMERICAN	3.25
PAIR LOIN LAMB CHOPS	4.00

DESSERTS

HOMEMADE PIES AND PASTRIES
PRESERVED FRUITS
COFFEE

FRENCH ICE CREAM
BLUE CHEESE AND CRACKERS
TEA
MILK

•

Our Family Style Service Necessitates a Minimum Charge of 50c for Persons Not Ordering

Guests who do not wish a complete dinner may order a "Platter" at 50c less than the dinner menu price. With the platter we serve our popular relish tray, celery and olives, cottage cheese.

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RESTAURANT SERVICE WEEK DAYS UNTIL 11 P.M.

MANHATTAN .90

BACARDI .90

LUNCHEON

Appetizers

Banana and Orange Cocktail .35

Chilled Vegetable Juice .20 — Chilled Tomato Juice .20

Onion Soup with Parmesan Cheese Croutons .30 — Tomato Bisque .35

Luncheon Entrees

SCALLOPED CHICKEN with Puffed Potato and Buttered Peas 1.25

BREADED PORK CHOP WITH APPLE SAUCE Parsley Creamed Potato and Buttered Broccoli 1.60

SWEDISH MEAT BALLS IN BURGUNDY on Steamed Rice with Buttered Peas and a Tossed Greens Salad with French Dressing 1.40

HOT PASTRAMI SANDWICH with Old Fashioned Cole Slaw and Dill Pickle 1.15

FRIED BAY SCALLOPS WITH TARTARE SAUCE and French Fried Potatoes 1.45

SLICED EGGS ON TOAST WITH PIMENTO CHEESE SAUCE Buttered Peas and Chilled Tomato Slices 1.10

CHOPPED BEEFSTEAK with French Fried Potatoes and Creamed Spinach 1.50

Salads and Sandwiches

CHICKEN SALAD HOME STYLE 1.70

FRESH FRUIT SALAD with Cottage Cheese 1.10

SLICED HAM SANDWICH with Cream Cheese and Chives on Pumpernickel .95

**SLICED TONGUE SANDWICH* on White Bread .70

SPECIAL TUNAFISH SALAD SANDWICH GRILLED WITH TOMATO AND CHEDDAR CHEESE .95

SLICED LIVERWURST WITH BACON and Horseradish on Rye Bread .90

**CLUB SANDWICH* (Sliced Breast of Turkey, Bacon, Tomato and Lettuce) on Toasted Cheese Bread 1.40

EGG SALAD ROLL with a la Russe Dressing .70

SLICED SWISS CHEESE on Whole Wheat Bread with Old Fashioned Mustard Pickle .65

* MADE WITH MAYONNAISE

Desserts

Coffee Bavarian Cream with Chocolate Sauce .30

Burnt Sugar Layer Cake with Maple Cream Frosting .30

Stewed Prunes .25 — Chilled Bartlett Pears .35

WORLD-FAMOUS ICE CREAMS

Vanilla, Coffee, Chocolate, or Fruit Cordial .30

Angel Food with Red Raspberries and Whipped Cream .35

Ice Cream Eclair with Hot Butterscotch Sauce and Almonds .55

Maple Nut Sundae .45 — Hot Fudge Sundae with Whipped Cream .45

Danish Pastry .25 — Fruit Sherbet .30

Apricot Parfait .55

Pineapple Jelly with Whipped Cream .25

Strawberry and Rhubarb Pie .35 — Apple Pie .30

ANY DESSERT SERVED A LA MODE .20 ADDITIONAL

Beverages

Special Blend Coffee, Cup .15 — Sanka, Cup .15

Orange Pekoe Tea, Pot .25

Luxuro Hot Chocolate with Whipped Cream .25

Milk .20 — Buttermilk .20 — Coca-Cola .20

Ice Cream Sodas, Assorted Flavors .45

DINNER MENU

Choice of Appetizer with Complete Dinner
Florida Shrimp Cocktail .75 .55 additional on Club Dinner
Fresh Pineapple and Orange Cocktail .35
Chilled Tomato Juice .20 .20 Chilled Vegetable Juice
Cream of Asparagus and Mushroom Soup .35
Onion Soup with Parmesan Cheese Croutons .35

	A la Carte	*Complete club dinner*
Roast Leg of Lamb with Fresh Mint Sauce	2. 45	3. 00
Broiled Filet Mignon	3. 95	4. 50
Barbecued Breast of Chicken	2. 55	3. 10
Broiled Salmon Steak with Lemon Butter	2. 45	3. 00
Saute Calf's Liver with Broiled Bacon	2. 85	3. 40
Grilled Chopped Beefsteak	2. 25	2. 80

The above a la carte and club dinners served with a choice of two vegetables and a salad.

Baked Potato With Sour Cream and Chives Parsely Rice Mashed Potatoes
Buttered Peas French Fried Eggplant
Cauliflower au gratin

Fruit Sherbet
or
Sliced Pickled Beet and Watercress Salad

Assorted Hot Breads Desserts

Old-fashioned Apple Pudding with Golden Sauce .30
Sherry Wine Jelley with Whipped Cream .35
Pumpkin Pie with Pecan Whipped Cream .35 Green Apple Pie .30
Vanilla Blanc Mange with Red Raspberries .35 Chocolate Layer Cake .30
Stewed Apricots .30 Vanilla or Chocolate Ice Cream .30
Toasted Crackers with Gruyere Swiss Cheese .40

Coffee Parfait .55

Glossary of Menu Terms

a la — in the style, manner, or fashion of
a la broche — cooked on a skewer
a la carte — with a separate price for each dish on the menu
a la Française — in the French manner
a la king — served in a cream sauce containing green pepper, pimento, and mushrooms
a la mode — in America, when applied to desserts, means with ice cream, or in the style of the day
a la Normande — dish with apples and fish
anchovy — small fish belonging to the herring family
Anglaise sauce — English, bechamel with smothered onions, highly seasoned

antipasto — mixture made of tunafish, mushrooms, and pimentos; also Italian name for hors d'oeuvre savories served as a first course

aspic — clear meat or poultry jelly

au gratin — a term applied to certain dishes prepared with sauce, bread crumbs and cheese, then baked

au jus — served with natural juices or gravy

Bavarian cream — a dessert made of gelatin, cream, and egg

bechamel — white sauce seasoned with onion, spices, and carrots

bill of fare — the menu, list of food dishes

bisque — a rich cream soup, usually of shellfish; also a frozen whipped cream dessert with nuts

bordelaise — write or brown sauce containing onions, carrots, celery, thyme, butter, and bay leaves

borscht — Russian soup made of beef stock, beets, tomatoes, eggs, sugar, and seasoning

Boston cream pie — a two-layer sponge cake with thick custard filling

bouillabaisse — five or six varieties of fish cooked together with white wine

Brunswick stew — veal or chicken with corn, onion, salt pork, tomatoes, potatoes, beans, etc.

cafe au lait — coffee with hot milk

cafe noir — clear black coffee

Camembert — a soft, full-flavored cheese

canape — an appetizer made of fried or toasted bread spread with savory foods

capers — flower buds and young berries of European caper shrub which are pickled and used as an ingredient of sauces and salad dressings

carte du jour — menu of the day

caviar — eggs of sturgeon salted and pressed; fish eggs

chalotte russe — thin sponge cake or split lady fingers with sweetened flavored whipped cream

Chateaubriand — thick tenderloin steak served with brown or Spanish sauces, garnished with parsley

cheddar cheese — hard, smooth, yellow cheese

chive — small, onion-like plant

chutney — a relish, sweet or sour, of fruit or vegetables

cocktail — an appetizer that may be juice, solid fruit, shellfish, or alcoholic beverage

compote — a fruit stewed in syrup

consomme — a light colored soup, clear, made of meat stock

Creole sauce — sauce prepared with green peppers, tomatoes, and onions; soup and fish a la Creole made with these ingredients

crepe suzette — thin, fried pancake, rolled and served with a rich sauce containing liquor, usually set ablaze for serving

croquette — mixture of cooked, chopped foods, shaped, rolled in bread crumbs, and fried in deep fat

croutons — small cubes of fried or toasted bread served with soup

curry — highly flavored mixture of ground spices used as a seasoning

cutlet — a small piece of meat, usually veal, cut from leg for broiling or frying; or a mixture, usually of fish, shaped and cooked like a meat cutlet

deep-dish pie — a fruit pie with top crust only, baked in a deep dish

demitasse — small cup of strong black coffee, served without cream or sugar

Denver sandwich — chopped or ground ham and beaten egg, fried with lettuce and olive

deviled — chopped or ground, and mixed with highly seasoned condiments

drawn butter — melted butter; drawn butter sauce—butter, flour, and salt

eclair — a small iced, oblong pastry filled with custard or whipped cream

Edam — hard, rubbery, Dutch pressed cheese, made in balls and covered with red wax

en brochette — cooked on a skewer

en casserole — served in the dish in which it is baked

en coquille — cooked in the shell

en tasse — served in a cup

entree — in England, a dish served before the roast or main course; as commonly used in the United States, it is the principal dish of the meal

filet — a boneless loin cut out of beef, veal, mutton or pork, or a boneless strip of fish

filet mignon — tenderloin of beef

frappe — partly frozen water ice

fricasse — poultry, veal or lamb cut up, stewed, and served in white sauce

glaze — stock boiled down to the thickness of jelly and used to improve the appearance and flavor of braised dishes

goulash, Hungarian — chunks of beef simmered with onions, paprika, and other seasonings

grenadine — syrup of pomegranates or red currants, used in various mixed drinks

gumbo — soup of meat, okra, tomatoes, green peppers, and seasoning

hollandaise sauce — yellow sauce made with yolk of egg, butter, and lemon juice

hors d'oeuvres — crackers or toast spread with anchovies, caviar, tiny herring, mushrooms, scallions, sardine paste, fish paste, meat paste, or other appetizers

Irish stew — lamb, dumplings, carrots, turnips, potatoes, onions, and seasonings

Italienne — rich brown sauce made with mushrooms, truffles, ham, tomatoes, and flavoring herbs

jambalaya — rice with onions, tomatoes, and shrimp or other meat

jardiniere — diced, spicy vegetables used as a garnish for meat

julienne — *potatoes* cut in long slices, thinner than french fried and served very crisp; clear *soup* with chopped vegetables; *vegetables* cut in long, thin slices

limburger — soft, rich, odorous cheese

macedoine — mixture of cut or small cooked vegetables served in a salad, cocktail, in a jellied dessert or in a sauce

maitre d'hotel — head of catering service department; head of food service

mayonnaise — salad dressing made of egg, oil, vinegar or lemon juice, and seasonings

Milanaise — spaghetti or macaroni served with tomato suace or a pink sauce made of white sauce and tomato

mock turtle soup — soup made with veal, calf's head, or other meat with spices

mongalese soup — beef extract, cheese, vegetables, and spaghetti

mongole soup — tomatoes, split peas, julienne vegetables

mousse — frozen dessert of whipped cream, flavoring, and sweetening

mousseline — white sauce; hollandaise extended with whipped cream or cold mayonnaise

mulligatawny soup — veal, onions, carrots, tomatoes, and peppers seasoned with curry powder

Neapolitan ice cream — bricks of from two to four layers of different flavors

Nesselrode — a frozen pudding of nuts, fruit, and cream

Newburg — served in a rich wine sauce of egg yolks and cream

O'Brien — with green pepper

oeuf — egg

omelet — puffy egg mixture, folded and filled with cheese, meats, or other seasonings

parfait — frozen dessert of syrup, beaten eggs, whipped cream, and flavoring

peach melba — ice cream on half a peach with raspberry sauce

petits fours — small cakes

piquant — flavored, highly seasoned

praline — southern candy of pecans, maple sugar, or syrup and cream

prime ribs — forequarter of beef; last six ribs

provincial — prepared with gravy made of herbs, shallots, mushrooms, and meat stock

puree — pulp or paste of vegetable or fruit, also thick soup

ragout — thick, savory stew of highly seasoned meat

ravioli — Italian baked main dish of flour, egg, cheese, chicken stock, spinach, and tomatoes

rissolee — browned

Rockefeller — oysters on half shell with sauce of onion, celery, bread and seasonings, and browned on a bed of rock salt under a flame

Roquefort cheese — semi-hard, white, crumbly cheese, streaked with green mold

Roquefort dressing — French dressing with Roquefort cheese and onion sauce

Russian dressing — mayonnaise, lemon juice, chili sauce, Worcestershire, and chopped pimento

Scotch broth — a thick soup made with lamb or mutton, barley, carrots, onion, etc.

spumoni — a type of Italian ice cream often with candied fruits or nuts

squab — a young pigeon

supreme — white sauce, broth, and thin cream

table d'hote — fixed-price meal

tartar sauce — mayonnaise beaten with green onions, chives and sour pickles

thermidor — lobster or other meat cooked with white wine, egg yolk, and white sauce and served in the shell

timbale — shell of pastry made on a mold

tutti frutti — mixture of fruit and nuts

vinaigrette sauce — oil, herbs, vinegar, chopped hard-boiled eggs, and pickles

Welsh rarebit — cooked cheese, butter, beer, eggs, flavored with Worcestershire and spices, and served over toast or crackers

Wiener schnitzel — breaded veal cutlet served with anchovy filet and slice of lemon; a la Holstein, with poached egg on top

Appendix I

COMMUNICATIONS—SUGGESTED TOPICS

Objectives

To discuss various topics pertinent to restaurant conduct.

To become aware of situations that may arise—as applied to waiters and waitresses and as applied to guests.

Procedure

Use this suggested list as a guide for class discussions.

Diningroom conduct:
- Cordiality
- Saying "thank you"
- Politeness
- Giving extra care to trying guests
- Giving guests undivided attention
- Familiarity
- Wise-cracking
- Keeping hands free of body and at rest
- Gum chewing
- Sampling foods while picking up orders
- Munching while serving
- Use of handkerchiefs
- Working quietly
- Conduct in kitchen
- Arguments between employees
- Sitting with guests
- Disposition of found articles
- Accepting dates with guests
- Casting remarks about guests

General service instructions:
- Friendliness and hospitality
- Correcting complaints
- Reporting complaints
- Returns and exchanges
- Checking the amount on checks
- Refiguring guests' meals
- Refilling coffee cups
- Refilling ice tea glasses
- Selling desserts
- Preventing noise
- Bumping guests' chairs
- Method of carrying trays
- Techniques of arm service
- Removing soiled dishes
- Stacking dishes on trays
- Fallen silverware and napkins
- Service lights
- Turning out lights
- Prompt service
- Taking guests' orders
- Special orders
- Guests' special food requests
- Handling difficult situations
- Families with children
- Giving special assistance to cripples or blind guests
- Partiality in service
- Using caution in speech
- Handling accidents
- Attention to the guest who may become ill
- Tipping
- Early- and late-hour employees
- Posting of instructions
- Job sheets

Appendix J

DUTIES OF CASHIER

The cashier is the person who has the final association with the customer. It is important that he develop good will and encourage future patronage through courteous and efficient conduct.

The cashier must be careful, honest, and accurate in handling money and be courteous and considerate in dealing with customers.

The cashier should be well groomed and suitably dressed. Poise, self-control and the ability to adapt to many different kinds of people and varied situations are important.

Duties may vary with the type of food establishment as well as the size of the community in which the establishment is located; however, there are some basic procedures that would be common to most situations.

Duties may be classified as for other stations in a feeding establishment—preservice, service, and postservice.

Preservice Duties

1. Prepare cash desk.
   a. Secure sufficient change, both in total and in denominations, to meet the needs for the meal.
   b. Allow sufficient time to carefully set up the station so that there will be no delays to the customers. This will assure the cashier a relaxed appearance.

2. Count the cash to be used for change. Verify the amount before accepting any money, either prior to the meal or when following another cashier.
3. Learn the rules of the house regarding the various keys to be used for transactions.
4. Separate bills and coins into the various compartments of the cash drawer.
5. Prepare the automatic change maker if one is used.
6. Become familiar with the daily menu
   a. To answer questions of prospective customers
   b. To check sales slips when necessary

Service Duties

Be alert to attend to customers and establish correct habits of receiving money.

a. Take sales check and money, noting the amount of each.
b. State the amount of sales check and amount of money, for example, "85 cents out of 5 dollars."
c. Lay check and money on one side of counter, record sale on register, count change, using the addition method when handing the change to the customer. Repeat amount of sales check, then begin with the coin of smallest denomination, name and add each coin until the amount received by the customer is reached. For example, the sales check amounted to 85 cents and the customer presented a 5-dollar bill. First place the nickel in his hand, then the dime, then four 1-dollar bills, one at a time, saying, "Your check was 85 cents and 5 cents is 90 cents, 10 cents is 1 dollar (count the bills), 2, 3, 4, 5 dollars; thank you."
d. When the automatic change maker is used, repeat amount to customer, press key releasing correct coins, glance at coins to see that they are correct, then hand them to customer and then the four 1-dollar bills, naming them, "2, 3, 4, 5."
e. Put the money into the cash drawer and file the sales check.

Postservice Duties

1. Prove cash.
   a. Count cash and sales checks.
   b. Observe safety measures. Avoid counting money in full view of a window or in a public place. As far as possible, keep money out of sight and do not leave it unguarded.
   c. Separate and wrap coins; record the amount of each denomination.
   d. Separate bills and arrange according to denomination; count and record.
   e. Subtract the amount that had been allowed for change. The difference should equal the amount of the sales checks.
   f. Clear the register after the final cash receipt reading and set the receipt lever in "read" position.
   g. Prepare cash report. Use form provided by restaurant.
   h. Have supervisor check and sign the report.
2. Make up deposit for bank in duplicate; keep the carbon for your record.

Miscellaneous

The amount of change provided for the cashier will vary with the needs of the business and should be made up according to a specified plan, e.g., $50 in change might be arranged as follows:

2 5-dollar bills	$10.00
12 1-dollar bills	12.00
1 roll of half dollars	10.00
2 5-dollar rolls of dimes	10.00
3 2-dollar rolls of nickels	6.00
4 50-cent rolls of pennies	2.00
Total	50.00

The cashier should be aware of the company policy regarding cashing checks. Checks, to be acceptable, should be written in ink, properly dated, free from erasures, and should include the address of the person writing the check.

Traveler's checks should be countersigned in the presence of the cashier. Diner's credit cards and postal money orders should be honored for properly identified persons.

Be prepared to recognize counterfeit money. Test coins by dropping on a metal or glass surface to obtain the ring identified with bona fide coins. Examine bills by serial numbers, by clearness of printing, and by details of the portrait on the face. Be alert to bank notices or newspaper notices regarding the attempted circulation of counterfeit money.

Watch out for the "short change artist." Devious methods may be circumvented by stating to the customer the amount of the check and the denominations of the bills offered at the time the sales check is presented for payment, and by leaving the bills outside

the register until the transaction has been completed. Follow the rules of the house in taking care of sales tax slips or the percent added for gratuity, cover charge, or other service charge.

The full-time cashier may be required to perform other duties such as typing menus, preparing the menu covers, or various clerical duties, depending on the size and organization of the establishment.

Appendix K

IMPORTANCE OF GOOD GROOMING

One of the requirements for effective table service is that the food service worker be properly groomed and capable of setting the table neatly and correctly. Little effort is required to be neat and correct, but it pays big dividends in goodwill.

The material that follows is planned to give the trainee the information he will need to be properly groomed and to give efficient table service.

The man or woman planning to take a job in table service must be very particular about his or her appearance and should start the day by being well groomed.

Inasmuch as the worker comes in close proximity with the customer, he must be sure that he is free of any body odors. In addition, care must be exercised in selecting perfumes, powders, and other cosmetics that have a mild scent so as not to be offensive to the guest. Since there is a certain amount of nervous tension in this type of work, the worker should check at intervals during the day to be certain that he is free from any unpleasant odor.

Mouth hygiene is extremely important. Guard against offensive breath and mouth odors.

A pleasing voice can be developed by practicing speaking in low tones and enunciating clearly.

PERSONAL REQUIREMENTS

Job	*Tools and Supplies*	*Related Information*
Caring for personal details.....	Soap and water, deodorants.....	Importance of daily bath; importance of clean appearance when serving food; selection and use of deodorants; importance of foot care
Care of hair—shampoo, practice suitable hair styles	Shampoo.....	Discuss suitable hair styles for waiters and waitresses—why and how hair must be kept in place.
Skin.....	Men—clean shaven Women—cosmetics that give healthy appearance	
Nails.....		Acceptable appearance of nails (length, selection of polish)
Teeth and breath.....	Materials for cleaning teeth and sweetening breath	Importance of clean teeth and odorless breath
Uniforms.....	What comprises a complete uniform? Who furnishes uniforms? Who launders uniforms?	Knowledge of various methods of providing and caring for workers' uniforms, e.g., management provides and cares for uniform, and worker is assessed for same; worker supplies and cares for his own uniform
Shoes.....	Style, color, cleaning materials, or polish	Effect of comfortable shoes on posture, health, and disposition. Comfort and safety in regulation style shoes
Hose.....	Stockings—waitresses Socks—waiters	Daily care of hose to help in foot hygiene and to increase the wearing qualities of hose

PERSONAL REQUIREMENTS—Continued

Job	*Tools and Supplies*	*Related Information*
Become acquinted with rules and policies regarding lockers and rest rooms and worker's part in keeping facilities orderly and clean	Regulations regarding dressing before or after punching time clock. Company rules book.	
Check personal appearance before going on duty	Full-length mirror	Importance of checking grooming details before reporting for duty
Food and rest periods		Importance of employees being well informed of the policies regarding meals and food allowances
Miscellaneous:		
Good posture		Effect of good posture on health
Mental attitudes		Importance of acquiring good mental habits—ability to subjugate mental conflicts
Practice and think safety		Importance of observing all safety rules and regulations
Practice ethical behavior		Importance of defending the reputation of the house by taking a professional attitude

Appendix L

SIDE WORK DUTIES

Duties performed by the salesperson other than those related to the actual serving of food are commonly called side work. This work, when well done, takes considerable time and is usually scheduled so that each person has a certain amount of it to do. Side work is usually done before and after serving hours and during slack periods.

Among the usual tasks included in this category are:

Emptying and Refilling Sugar Bowls

The sugar bowls should be emptied, washed, thoroughly dried, and refilled as often as necessary to keep them spotlessly clean. If the sugar bowl is an open type, care should be taken to keep the sugar free from lumps or foreign material. If shaker-type containers are used, the screw top should be securely fastened and the spout examined to see that it is clean and that the sugar flows freely. The supply of sugar in bowls should be checked before each meal. Replenishments should be made during service as often as necessary.

Filling Salt and Pepper Shakers

The insides of the shakers should be washed with a bottle brush. A piece of wire or a clean toothpick may be used to unclog the holes in the covers before washing them. Shakers should not be filled until thoroughly dry. A small cornucopia made of stiff paper is convenient for filling pepper shakers, or an empty salt box with a spout may be refilled with pepper and then used for filling the shakers.

Filling Syrup Jugs

Syrup should always be poured into clean pitchers or jugs. The outside should be wiped thoroughly after filling to remove any stickiness. Jugs with screw tops need extra attention to assure the easy use of the top. Remove the top, wash, and thoroughly dry the inside of the threaded cap as well as the ridges on the jug.

Cleaning Condiment Bottles

Wipe the outside of the bottles with a damp cloth. The tops and insides of the caps may be wiped first with a paper napkin to clean off gummy material and then the cleaning finished with a wet cloth. Let dry before refilling or putting the cap back on the bottles.

Mustard pots and condiment jars ashould be washed frequently. Clean paddles should be provided often for the mustard pots.

Folding Napkins

Napkins should be folded carefully according to the instructions of the restaurant. The folds should be straight and the edges should meet evenly.

Arranging Menus

The appropriate menu for the meal should be used; any special lists and clip-ons properly attached. Insets for special services such as afternoon tea, should be available at the time alloted for this service and the menu that has been used for the meal removed from the tables. Soiled and torn folders should be replaced before they become unsightly.

Arranging Flowers

When arranging fresh flowers, select containers that are appropriate in color, size and shape for the type of flowers. Arrange the flowers in each vase attractively without overcrowding them. When rearranging flowers, first remove wilted blossoms and leaves. Trim the stems with a pair of scissors. Use cold water for refilling the vases. Carefully dry the outside of the vase before placing it on the table.

Filling Individual Creamers

The creamers should be washed and thoroughly cooled before being filled with cream. A container with a slender spout may be used for filling the creamers. Care must be taken not to fill the creamers too full. Special care must be given to the container used for filling, especially for the spout which is a likely place for bacteria to grow. A bottle brush is an aid in cleaning the spout.

Cleaning Ashtrays

Ashtrays should be collected and cleaned frequently. A small brush may be used to clean off caked ashes. As far as possible, ashtrays should be washed separately from other dishes to avoid any ashes adhering to the food dishes. Ashtrays should be emptied after each guest leaves the table; whenever possible, use a clean one for each new party.

Cleaning Serving Trays

The edges and bottoms of serving trays should be wiped to keep them clean and dry in order to protect both the server's uniform and apron and the surface of the serving table. The top of the tray should be wiped clean before it is loaded to prevent the bottoms of the dishes from becoming soiled.

Preparing Ice

Ice cubes and cracked ice should not be put into beverages and drinking water unless it is clean and free from foreign material. Ice cubes should be handled with tongs, and cracked ice with a special scoop or serving spoon.

Cutting Butter

The hands should be washed thoroughly before handling butter. The brick of butter should be placed in the machine in such a way that it can be sliced evenly and without waste. The gauge on the machine should be adjusted properly in order to obtain the right number of pieces. Chilled equipment and a pan of ice should be ready for handling the butter after it has been cut. Crumbled bits of butter should be saved for use in the kitchen. Many restaurants are able to purchase precut butter for time saving and portion control.

Dusting Chairs

Crumbs should be dusted from the chair seats after each guest has left the table and before another guest is seated. Backs, rounds, and legs of chairs should be dusted daily.

Cleaning "Silver"

Knives, forks, and all tableware should be well polished and free from spots. The method for cleaning will depend upon the type of metal from which the articles have been made.

Appendix M

HEADWAITER AND HOSTESS SERVICE JOBS

Dining room supervision is taken care of by a headwaiter, a captain, or a hostess. There may be several assistants depending upon the size of the establishment.

To qualify for this job, the worker must show managerial ability, have tact, and be able to set the right example for his workers. He is the representative of management to the customer; therefore, he must have an attractive personality. He must be well groomed, present a neat, attractive appearance; be poised, dignified, have a pleasant voice; be able to speak correctly and have good posture. He must be able to gain the respect of both the workers and the customers.

Education qualifications may vary, but the person who has social poise is usually well suited to the position.

Some experience in the field of food service is important if the headwaiter or hostess is to understand and appreciate the problems the waiter or waitress will encounter in the kitchen, with their co-workers, and with the customers.

As a supervisor, he will have his jobs divided into the same classifications as the workers—preservice, service and postservice. The success of the establishment depends to a great extent on his ability to guide and instruct the workers and then see that the work is done correctly.

Preservice Supervision

1. Inspect dining room.
2. Inspect waiters and waitresses and other dining room personnel.
3. Prepare schedules for the dining room staff, considering each worker's ability, preference for shift, service load, seniority, and side work; also any special parties that may be scheduled.
4. Prepare work sheets which include duties, special work, and hours.
5. Assign stations to assistants. Give necessary instructions.
6. Be thoroughly informed by the kitchen staff of special information on serving food for both regular service and special parties.
7. Check menus for cleanliness, accuracy, typographical errors. See that menus are picked up after guest has placed his order.
8. Hold training sessions for waiters and waitresses. Short sessions may be necessary daily. Allow longer periods at intervals to sound out the feelings of the staff and for problem discussion.
9. Impress the trainees that it is the little things that count in creating a lasting impression.

Service Duties of the Headwaiter or the Hostess

1. Greet and seat the guest. The guest is the one responsible for your job. Be constantly aware of his importance.
   a. A pleasant and friendly greeting first, then find a place for him as soon as possible. If there is a wait, try to tell the approximate length of time. Follow the rule of the house regarding listing parties and notifying them when the diningroom is ready.
   b. Seating. Follow guest's preference in table location when dining room is not crowded.
   c. Distribute guests to serving stations to avoid overcrowding of any one section.
   d. Consider the comfort of the guest by offering to check wraps, packages, etc.
2. Take reservations.
   a. By phone—number in the party and the time of arrival.
   b. Be sure that the party is served promptly on arrival.
3. Supervise service to customer.
   a. See that orders are taken as soon as customer is ready to give them.
   b. Check orders for correct form, writing, and completeness.
   c. Watch services. Check delays, see that customer is supplied with water, bread, butter, hot coffee, etc. (Notify worker responsible for the station of any requests.)
   d. Check service to children—special menus, favors, high or junior chair.
   e. Check comfort of older and infirm guest.
   f. Approve special orders or requests for foods not on the regular menu.
   g. Collect menus from tables and side stands during meal to prevent them from becoming soiled.
   h. Be courteous to guests, but avoid long conversations.
   i. Avoid appearance of favoring any particular guests.
   j. If time permits, assist departing guests with wraps and the "hope that service has been satisfactory."
   k. Check clearing and resetting of tables.

COMPLAINTS

When this happens---

We'd like to do this!

But it's better management just to try-

To do our best to please the guy!

4. Handling customer complaints
   a. One of the most difficult jobs of the headwaiter or hostess is that of receiving and disposing of customer complaints. When taken care of properly, the customer leaves with a friendly feeling rather than becoming disgruntled, an attitude that may lead to unfavorable advertising.
   b. The following procedures are helpful in handling complaints:
      (1) Do not allow yourself to be put on the defensive, approach the customer in a friendly spirit.
      (2) Listen carefully to complaint; try to get the entire story.
      (3) Restate gist of complaint and have customer confirm it.
      (4) Express regret and make every effort to make the adjustment that will satisfy the customer.
      (5) Clarify restaurant management policies when involved.
      (6) Handle situation tactfully, and if a request must be refused, explain why.
      (7) Apologize for any situation for which restaurant is at fault, thanking the customer for "bringing this to my attention."
      (8) Make every effort to see that future service has no further cause for complaint.
      (9) Refer difficult and unreasonable complaints directly to management, especially when company policies are involved.

Appendix N

SAMPLE TEST AND REVIEW MATERIAL

1. Why should the host or hostess be an experienced server?
2. The two types of menus served in most eating places are _____ and _____.
3. A well-regulated establishment has worker inspection as well as preservice instruction daily. Why is this practice important?
4. From a sample menu
   a. Select a complete meal for four guests
   b. Indicate the notations that you would make as you take the order
   c. Indicate the necessary prices
   d. Total the check
   e. Compute 15 percent of the total for the tip
5. Why should a person serving food have some idea as to the method of preparation?
6. What is meant by good will?
7. List the utensils that you should assemble if you were a counter worker and were assigned to (a) the soup station and (b) the dessert station.

---

1. A waiter or a waitress who is alert to the needs of his guest is an asset to management. Explain.
2. Waiters and waitresses are often called salesmen.
   a. How may this title be interpreted?
   b. Give an example that might illustrate this statement.
3. What questions should be asked of the guest who orders:
   a. Tea
   b. Roast beef
   c. Salad greens such as hearts of lettuce
   d. Coffee
   e. Another beverage
4. Explain the following to the guest:
   a. Chicken a la king
   b. Cheese souffle
   c. Baked Alaska
   d. Macedoine of vegetables
   e. Bouillon
5. When and how will the servers obtain the information needed to serve various items on a menu?
6. How might the following customer complaints be handled?
   a. Customer complains that the soup is cold
   b. That he ordered string beans, but got peas
   c. That the service is too slow
   d. That he found a foreign substance in his food—hair, piece of wood, etc.
   e. That his clothes became soiled because of a dirty chair

---

1. Why are side work duties essential to the smooth operation of an establishment serving food?
2. What is the value of rotating serving stations in a dining room?
3. Explain and demonstrate the techniques of
   a. Carrying a tray
   b. Loading a tray
      (1) With empty dishes
      (2) With dishes containing food
   c. Unloading the above trays

4. Why should the number of "clips ons" be limited on a menu?
5. Name three types of foods that might be served in condiment containers. Give the reasons for keeping the containers in good condition.
6. Suppose you had a station of four tables, each seating four. At table 1 there are three guests, at table 2 there are two guests, at table 3 there is one guest and at table 4 there are four guests. The customers have been seated in that order. What would be your procedure in serving them?
7. Obtain a sample menu and demonstrate your procedure for the above problem. Make out the checks for each table, total the checks, and compute the amount of the tip that you should receive from each group.
8. Suppose a guest were slow in deciding what he wanted. What would you do if you were in a hurry and had a number of guests to serve?
9. What information should the server obtain from the guest
   a. Who ordered a broiled steak
   b. Pork chops (must be prepared on order)
   c. Tea for the beverage
   d. Tossed salad

---

1. Explain the following statement: "Good service is never a substitute for good food, but poor service can ruin a reputation for the best food and create dissatisfaction with customers."
2. What is the chief aim of any food establishment?
3. Food well _____ and _____ _____ and _____ served is appreciated by the patrons of all classes of eating establishments.
4. List five preservice duties that are necessary for the comfort and pleasure of guests.
5. True or false. Place the letter "T" in the space before all true statements and the letter "F" before all false statements.
   a. _____ Never rest the tray on the dining table.
   b. _____Clean condiment containers once a week.
   c. _____ Scrape and stack soiled dishes at the dining table.
   d. _____ Hold cups by the handles.
   e. _____ Clean up any spills immediately.
   f. _____ Stand close to the guests so that you may hear their conversation.
   g. _____ Inform the guest that the beef is very tough today.
6. Choose the correct statement. The bus boy or girl
   a. Serves the guest
   b. Assists the waitress or waiter with replenishing accessories
   c. Makes out the guest check
   d. Entertains the customers
7. Why should cracked or chipped dishes be discarded?
8. What three tests should all foods pass before being offered to a guest?

Appendix O

SUGGESTED PERFORMANCE TEST RATINGS FOR DINING ROOM EMPLOYEES

90–100	Exceptional
80–90	Acceptable
70–80	Improvement desired
Below 70	Improvement necessary

Factors Necessary To Please Customers	*Points*
1. Obtains a lot of personal satisfaction from making every effort to be helpful to customers	8
2. Gives a friendly smile and a cheerful and appropriate greeting for each customer. Is courteous at all times, follows each opportunity to serve with a sincere "thank you."	8
3. Quick to catch opportunities to do little extra things appreciated by customers, as well as being attentive to details of the job (such as steak sauce for steak, pulling chair back for customers)	8
4. Performs the routine procedures of the job with care, attending to details as prescribed	8
5. Drops side work to give service to customer, whether service is required at the table or tray line	8

Factors Necessary to Efficient and Systematic Procedure	
1. Accepts supervision and constructive criticism	5
2. Cooperates with fellow employees	5
3. Maintains a concern for all types of unnecessary cost	5
4. Strives to follow established house routine	5

Dependability	
1. Is on the job regularly	5
2. Is always on time	5
3. Earns the confidence of management	5
4. Maintains loyal attitude to the company on or off the job	5

Appearance

1. Comes on the floor with obvious care given to grooming	5
2. Uniform clean and complete	5
3. Body clean, free from odor	5
4. Other wearing apparel clean	5
Possible score	100

Appendix P

INCREASING TEACHING EFFECTIVENESS

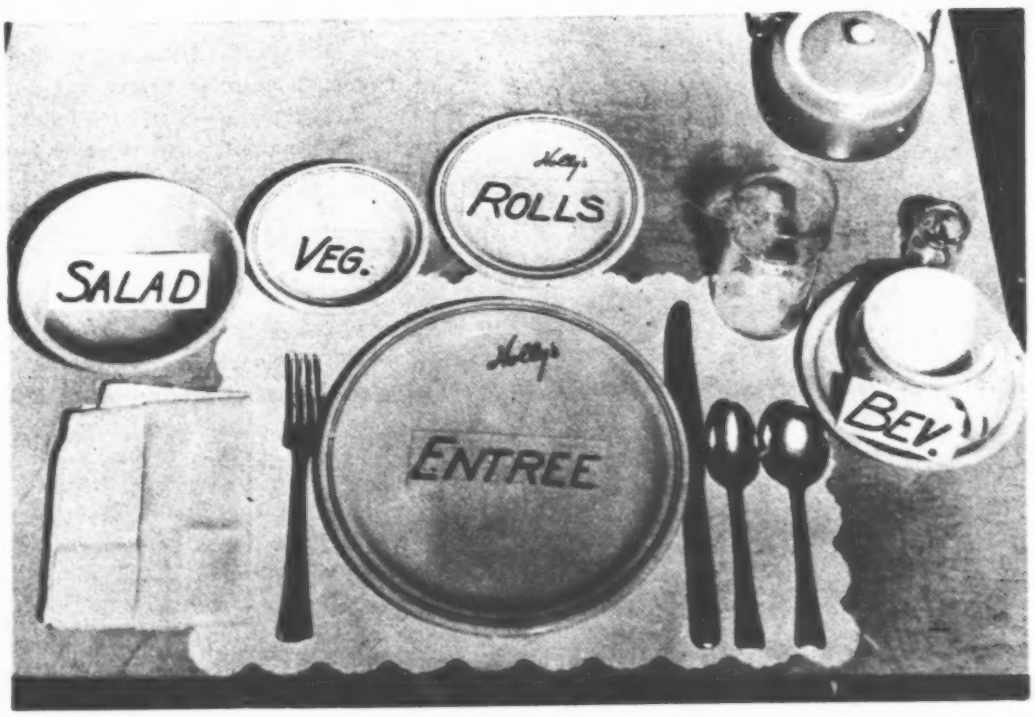
1. Plan and determine instructional requirements.
   a. Find out how much trainee knows about the work.
   b. Decide how much new information must be presented.
   c. Decide how much practice is needed.
   d. Decide the number of units of work that will be needed.
   e. Observe the trainee to determine how long it will take him to handle a situation or station.
   f. Determine the length of time required for coaching.
2. Break down the job into its parts or tasks.

   Dishes
   a. Name of dishes to be used for various foods.
   b. Where to get the dishes.
   c. How to handle them in serving food.
   d. How to put them on the table.

   Supplies
   a. Where the supplies are stored.
   b. How to arrange.
   c. When to use each.
   d. Where to get replenishments.
   e. Responsibility for keeping supplies in order.

   Setting the table
   a. How to set the table for various types of service
   b. Where to get table appointments—tray covers, cloths, etc.
   c. Selection of pieces of silver
   d. Where to find silver
   e. How to handle silver
   f. How to adjust each piece—its place on the table
   g. How to fold the napkin and place it; why
   h. Water glass—where to place it, how often to fill it; why
   i. Salt and pepper shakers, sugar bowl, creamer, ashtray, matches—where to place each; why

   Checks
   a. Where to get checks
   b. Information needed on:
      (1) Writing the check
      (2) Part of check to use for notations, such as guest's choice of vegetable
      (3) Errors
      (4) Presenting to customer
      (5) Where to turn in unused checks
      (6) Importance of numbers on checks



Menu

a. How to read the menu
b. Where to look for appetizers, soups, ready dishes for table d'hote meals; rules about substitutions
c. Where to look for a la carte items
   (1) Time required for preparing each
   (2) Special rules for half portions and second servings for adults; coffee
d. What to look for in each day's study of the menu

How to take the order

a. Position at the table
b. Manner toward the customer
c. Importance of understanding clearly what customer says
d. Repeating order to eliminate errors

Kitchen layout

a. Location of various stations
b. Procedure to be followed in giving orders for hot and cold foods
c. Procedure for picking up foods in correct rotation
d. How to handle hot and cold dishes

Cooperation with the checker

a. Recognize the checker's responsibility in each transaction
b. Reasons why servers should cooperate
c. How to rest tray on counter or table for checker to see
d. How to remove covers from foods so that checker may see quickly what foods are served in order to compare with the check
e. How to benefit by checker's last minute perusal of accompaniments which should go with food served

Order for service

a. Manner of presenting each course in turn—appetizer, fruit or seafood cocktail, soup entree, salad, bread, rolls, butter, dessert, beverage
b. Reasons for serving foods from left or right according to kind of food
c. How to serve various types of desserts—ice cream, pies, cakes, fruit (fresh or cooked), crackers and cheese

How to figure check

a. Tax regulations
b. Amounts to add for various sized items—desserts a la carte
c. Explanations for which customers might ask

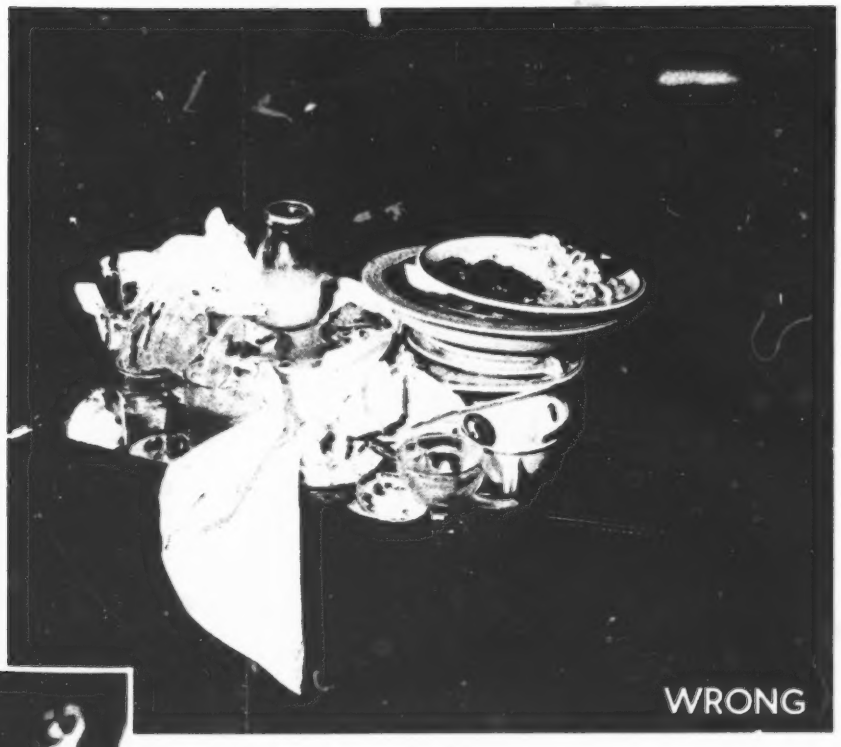
How to close transaction

a. Policy of the house regarding second cup of coffee
b. How to present check—to whom it should be given when serving a mixed group

2. c. Handling cash when server collects
   d. Policy regarding tips
   e. Assist customer when leaving
   f. Bidding a pleasant farewell
   g. Inviting customer to come back

Pointers for speeding multiple service

a. How to rotate attention when responsible for more than one table
b. How to save steps and trips to the kitchen by bringing part of order for one service on return trip with soiled dishes
c. How to load a tray with food
d. How to unload a tray when
   (1) Using a side stand
   (2) Serving directly from tray
e. How to assemble order for arm service
f. How to serve guest's order when using arm service
g. How to remove soiled dishes
   (1) When to be stacked on tray
   (2) When using arm service
h. Prepare schedule of side duties
   (1) How, when
   (2) Whose responsibility
   (3) Who supervises
i. How to handle complaints or accidents
j. To whom to make the report; who is responsible for making out report; importance of prompt report; possibility of law suits



Carelessly stacked trays as shown above usually result in heavy breakage and sometimes in heavy damage suits from restaurant patrons.

Here are the same dishes (left) properly "bussed" for efficient handling and minimum breakage—heavy dishes are stacked toward the bearer.

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